

1 UNITED STATES OF AMERICA

2 DEPARTMENT OF JUSTICE

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9 LAW ENFORCEMENT ASSISTANCE ADMINISTRATION

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11
12 "MEDIA RELATIONS REGARDING
13 OFFICER-INVOLVED SHOOTINGS"

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15
16 DAVE MOZEE

17 U.S. Department of Justice
National Institute of Justice

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1 PROCEEDINGS

2 MR. MOZEE: First, let me say I don't think that
3 two hours -- or an hour, is enough; I told Nancy that before.

4 Can you hear me with this thing? I always hang
5 myself with these -- can you hear me without it?

6 VOICES: No.

7 MR. MOZEE: Okay. Then I'll have to fix it so we
8 can talk to it. I'll hold it.

9 Because of all of the things that you're learning
10 up here, in this particular course, and all the things that
11 you know, the most vital area -- the most vital area in your
12 processing of an officer-related shooting is your rapport
13 and your dealings with the media.

14 Now, that might sound strange, but it's the truth.
15 People in your communities are going to believe what they
16 read and what they see on TV, what they hear on the radio.

17 I don't care what type of a job you do, whether it's
18 good, perfect, excellent, outstanding, superior -- whatever
19 you want to call it, the best job of investigation in the
20 world, if the media says you did a lousy job, most of the
21 people are going to believe it. If the media says you're
22 covering up something, most of the people are going to
23 believe it.

24 If you do a bad job of investigation, but the media
25 says "outstanding," that's the way it's going to turn out.

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WHD

1. We may not like it, we may not understand it, but the fact
2 of life is that our relationship with the media is going to
3 be primary.

4 People determine whether you're right or wrong,
5 people bring pressure; police departments are sensitive to
6 pressure, and the public is more demanding now than ever
7 before, on knowing "why?" "What happened? Why did the shoot-
8 ing occur?"

9 I recognize that it's a difficult task, because we
10 as police officers want to go right out and tell people that
11 the shooting was justified, that the officer was correct in
12 most instances; but my advice to you -- sound advice to you,
13 is to make no absolute statements, no absolute statements
14 about the legality or justification of the shooting until you
15 are absolutely positive about what occurred.

16 Let me go back in time -- and all of you remember
17 the Black Panther shooting in 1968, in Chicago. All of you
18 remember the then-State's Attorney Hanrahan getting in front
19 of television -- he was wanting to justify his position, want-
20 ing to make everybody know that his people were right, and
21 he displayed a door. He said how the shooting occurred before
22 he had all the facts.

23 When the true facts came out, they cut the legs
24 from under Hanrahan and he's never been the same since. And
25 that's ten years ago. People still remember that faux pas

WHD

1 on television, with the door.

2 Small departments, medium-sized departments, where
3 the media and the public are almost in one, where you don't
4 have the luxury that big-city departments have, of almost
5 detachment, from media, must give a statement, must tell how
6 the case -- how it occurred.

7 But when you do, give just the circumstances as
8 you know them at that time, without giving the legality --
9 "the officer was right," or "the officer was wrong." A neu-
10 tral statement about what you know at that time, that a
11 shooting did occur, that an officer was involved, that it
12 appears that the man was coming out of a store, or whatever --
13 whatever the circumstances were, but a neutral -- a neutral
14 line, until you know what's going on.

15 You should also, in all cases, make an investiga-
16 tion. I don't care if it's -- if you've got a thousand
17 witnesses that know the officer was right, still conduct an
18 investigation, get statements from these witnesses, get
19 statements from the officer, take pictures -- whatever you
20 have to do, just like any other investigation of a homicide
21 or a shooting that you would conduct. A thorough investiga-
22 tion.

23 Because it's a police officer, don't shortcut the
24 investigation, because if you shortcut the investigation,
25 you're shortcutting your department and the officer himself.

Who knows what suit is going to come down the pike two years, three years later? Who knows what's going to be raked up on the next shooting? This may not be the only shooting that you have in 20 years.

We ran across a rash of shootings last year, and mainly teenagers, and we were up against it for a long time; had not our press relations been fairly decent, we could have suffered a heck of a lot more than we did.

So don't think that this is going to be your one and only; you can get another one the next day, or the next week, and if you shortcut that investigation, then you're wrong.

Notify the press that it is a routine matter for you to investigate. Notify the press that in all cases you make an in-depth investigation to determine whether the officer was legally correct in what he did, and correct as far as your department is concerned.

Make statements in those cases where the public has shown a sustained interest. A public statement, a television interview, perhaps. In those cases where the public has not shown any sustained interest -- and what I mean by "sustained" is that if the -- you get press coverage two, three, four, five days in a row; you get questions two, three, four, five, six, seven days in a row, that's sustained interest. Then you have to do a little bit more toward answering

than you would if it had covered one day on page 5, and no more. That also is a fact of life. Some cases you have to deal with a little more in-depth than others.

Please keep an up-to-date file on news clips of shootings in your own jurisdiction, neighboring jurisdictions, because what affects you is going to affect them, and vice-versa.

We keep an extensive news-clipping file; we go back to 1910 in news clips. I'm sure that most departments don't, but we do. And we analyze the press coverage that we receive in each case; we analyze what we said, we analyze what the press is saying about us, we analyze what civic leaders are saying, and we try to judge, and gauge, the temper of the public.

For any police department not to be sensitive to what the public wants is not being responsive to your entire job.

I've brought several Xerox copies of our bad period from June last year up until February of this year. If you remember, Chicago's problems started with the shooting of a burglary suspect -- a handcuffed burglary suspect by a police officer. Perhaps one of the other speakers or panelists has talked to you about the Onesto case; it's a classic case, in that the police officer was legally right, legally correct. He was incorrect as far as the department policy

1 was concerned, and we had two camps. Police officers believ-
 2 ing that we should not have taken the man -- or taken any
 3 disciplinary action against the man; citizens believing
 4 that the State's Attorney should have prosecuted, neutrals
 5 and some citizens and newspaper people, believing that we
 6 were wrong in taking steps against Onesto.

7 For those of you who don't know what happened in
 8 Onesto, let me just briefly set the stage.

9 There was a young man, a teen, who had sold a motor-
 10 bike to a neighbor. Both boys were known in the neighborhood.
 11 The young man who bought the motorcycle did not pay for it,
 12 completely pay for it, so the young -- the seller, went to
 13 get the motorbike.

14 He broke into a garage, which in Illinois is burg-
 15 lary. Burglary is a forcible felony in Illinois, and deadly
 16 force can be used to stop an escaping or fleeing felon, a
 17 forcible felon.

18 He broke into the garage to get the motorbike; some-
 19 one called the police, the police responded, caught him in
 20 the garage. Officer Onesto handcuffed the young man behind
 21 his back. Some other squads responded. While they were
 22 talking and getting witnesses, and things of this nature, the
 23 young man ran -- the handcuffed young man, ran down an alley.

24 Officer Onesto, at this point, started chasing
 25 behind him; he got to the mouth of the alley, yelled to him

1 stop, the young man didn't stop, Onesto fired. He fired one
 2 shot that hit the ground, ricocheted, struck the Newman boy
 3 in the back, and he subsequently died from the wound.

4 Now, that's the facts. The Department's position
 5 was that we have a general order stating -- and I think you
 6 have a copy of it in your book -- that we can not use deadly
 7 force to stop an escapee, escaping forcible felon, until all
 8 other means have been exhausted.

9 It was the Department's position and feeling that,
 10 with the officers there, they could have at least run after
 11 him and caught him. Failing that, they knew exactly who he
 12 was and where to find him; they could have later arrested
 13 him.

14 What also made the case ticklish is that just before
 15 it, a month or two before it, a sergeant of police had shot
 16 a man under very similar circumstances. He had a handcuffed,
 17 forcible felon, the man tried to escape, the sergeant shot
 18 him. Killed him.

19 The thing that made the sergeant's case a little
 20 different; this man was a known escaper, he was a bond-
 21 jumper, he had no permanent residence, no place or nowhere
 22 to find him later, rapidly.

23 Alright; that case caused us tremendous pressure,
 24 and the Superintendent of Police was -- who was then Jim
 25 Runchford -- came out with this statement, and this is what I

WHD

1 mean when I say that you sometimes have to go on television
2 and clarify your position, but only after you have all of the
3 facts at your command.

4 The statement was made some twelve days after the
5 shooting, and after Homicide and after OPS --

6 "The Office of Professional Standards has com-
7 pleted its investigation of the John J. Newman shooting,
8 and forwarded the file to me.

9 After reviewing the investigation, it has been
10 determined that Officer Onesto and his partner responded
11 to a call of burglary in process in the vicinity of
12 Sunnyside and LaPorte Avenues on June 11, 1977, at
13 approximately 10:40 PM.

14 When they arrived, the suspect was found in
15 a garage, and was apprehended and handcuffed. While
16 continuing the on-scene investigation, the suspect, John
17 Newman, bolted and fled in a westerly direction down
18 an alley. Officer Onesto and his partner pursued him
19 for a short distance, ordering him to stop.

20 At this time, Officer Onesto fired two shots
21 in the direction of Newman, and a portion of one of the
22 bullets entered the -- Newman's back, causing a fatal
23 injury.

24 It is the clear policy of this Department that
25 although deadly force may be used to prevent the escape

WHD

1 of a fleeing forcible felon, such force will not be
2 resorted to until all other reasonable alternatives have
3 been exhausted without success.

4 In this instance, the reports indicate that
5 other reasonable alternatives could and should have
6 been employed, and therefore, this use of deadly force
7 was in violation of the administrative orders of the
8 Chicago Police Department and contrary to training
9 guidelines.

10 Therefore I have today suspended Onesto and
11 will file charges with the Chicago Police Board seeking
12 his separation from the Department. At that time Officer
13 Onesto will be afforded a full hearing on the merits of
14 this matter before the Chicago Police Board."

15 End of statement.

16 Don't talk too much too long. Short, concise, fact-
17 filled releases are your best, best release. The more you
18 talk on a press release, or the more you talk in front of
19 the camera, the less chance you have of getting your story
20 across, the vital points.

21 This could be read in 30 seconds, 45 seconds; the
22 average TV coverage of an incident like this is about a min-
23 ute to a minute, 15 seconds. You've got to allow time for
24 the reporter to tell you what you're going to see, you've got
25 to allow time for him to tell you what you've heard, because

1 his face and voice have to appear in these things also.

2 So the least -- the more you say, the more your
3 chances of being misunderstood.

4 After Onesto, we had a series of young shootings --
5 young people being shot. Some attracted great attention,
6 some did not. The one that attracted the most attention
7 after Onesto was January 1st, I believe, where an off-duty
8 police officer shot and killed a man in a subway.

9 In that instance, the young police officer was a
10 recruit, and we did not have to go to a Trial Board with
11 him. So he could be summarily fired, which he was. Not for
12 the shooting entirely, but for other related charges also.

13 We took fast action to kind of get the Department --
14 to be perfectly honest -- off of the hook. Two things were
15 wrong in that case. We -- the Assistant Deputy Superintendent,
16 or the man in charge of the Department that night, made a
17 rash statement, too soon, which could cause a mistrial in the
18 case.

19 This police executive, wanting to show that the
20 Department was doing something, said to the press, and the
21 television cameras, that the officer was guilty and should
22 be sent to the penitentiary. Can you believe it? It happened;
23 it was reported in the press.

24 Not only that -- not only to the trial later on,
25 but can you see what that would do to the balance of the

1 Department? Even though the man was a recruit, even though
2 there was great evidence to show that he was guilty, that's
3 not for us to say. In no instance -- no instance -- even if
4 you've got evidence backed up to the ceiling against a police
5 officer, should you make a statement that he's guilty.

6 Nor should you disclose what that evidence is. If
7 you're going to take him to -- if the State's Attorney or
8 the District Attorney is going to file charges, and he's
9 going to face trial, then the Department's position should
10 be that justice will prevail, that you have filed charges
11 against him, and that it is now up to a judge and/or jury
12 to determine his guilt or innocence; that you've investigated
13 the case, like any other shooting or homicide, or whatever it
14 may happen to be, but to come right out and say that the man
15 is guilty is absolutely wrong.

16 I'm going to leave a lot of these clippings with
17 you, and if you desire any of them, you can see Nancy. I'm
18 looking for this "Suspend Cop in Shooting."

19 Now, this is what just -- just one little part of
20 what the exempt member said:

21 "Havercorn said Smith, who was in his first
22 year probationary training period with the Police force,
23 had been in the tavern for more than three hours, decid-
24 ing to take the CTA to visit his mother in South Side,
25 but changed his mind at the 35th Street Station. Return-

VHD 1 ing on a northbound train..."

2 -- he talks about what he did:

3 "...Havercorn added that his investigation determined
4 that the Police officer was guilty of shooting improperly
5 and should be sent to the penitentiary."

6 A first-year -- a first-day rookie would know better
7 than that.

8 QUESTION: Was this possibly done to keep him out
9 of the pen?

10 MR. MOZEE: I would doubt it. I would doubt it,
11 knowing the officer that did it.

12 QUESTION: Yeah, Dave; did you ever determine whether
13 John was accurately quoted at that point? Or was it a situ-
14 ation where they interpolated some of his remarks, or personal
15 opinion?

16 MR. MOZEE: I think one of the things about tele-
17 vision -- he mouthed it and it came out, and if you can
18 read lips, he said it. He said it. And there wasn't any-
19 thing behind it or in front of it.

20 QUESTION: Was the commander disciplined?

21 MR. MOZEE: At that time, no.

22 Two reasons: one, we had an Acting Superintendent
23 of Police, who was a lame duck, sort of on his way out.
24 Number 2: John was a very popular commander. I don't say any-
25 thing that's not so to a group like this.

WHD 1 Okay. I have a bunch of things -- so many things
2 running through my mind, and one hour -- Nancy, I'm going to
3 keep on talking about you, very badly -- is just not giving
4 -- just enough to get you started.

5 One person in your department -- I don't care who
6 it is, whether it's you, or whether it's an Information
7 Officer, or it's a guy wearing three hats -- one person should
8 be responsible for information released, just one, in officer-
9 related shootings. Don't have a bunch of people giving out
10 statements, because you'll be conflicting.

11 Others may be delegated by that one person to give
12 a part of a release, like if they want to hear from a homicide
13 chief, fine, let the Homicide -- or the OPS; fine, or some-
14 body who's in charge of Internal Affairs. But the one person
15 should be the clearing house for the information.

16 That person should know exactly, or be kept abreast
17 of only fact in the case, every fact in the case, right up
18 to the minute. Right up to the minute. And that person
19 should be smart enough to know what to release and what not
20 to.

21 This assures accurate information, and it assures
22 information that comes from the same point of view, out of
23 the same mind, that interpolates facts in the same manner,
24 same point of view.

25 Now, you can expect very little adverse public

1 reaction from shootings where the victim was in the act of
2 committing a crime. Our own State law will determine the
3 legality of --

4 (Electronic interruption; ten-minute portion of
5 tape inaudible.)

6 MR. MOZEE: (Continuing) -- public official giving
7 information relative to the records of a juvenile; even
8 though the guy's 18, if he was busted, paroled to "juvy"
9 status, we can't mention that. We can't mention that.

10 If you recall maybe a month or so ago, some police
11 officers up in Area Six Youth Division in Chicago began to
12 get a little feel of the lash, because some reporter on
13 television came out and gave a juvy's entire history. The
14 reporter was a stand-up guy; he said he went out and investi-
15 gated and found out all these things, but we know different.
16 We know that somebody slipped it to him, for just this very
17 reason.

18 Be careful; don't let your eagerness to protect
19 the Department lead you into something that's going to get
20 you into more trouble.

21 Yes, you're right. We tell them that the guy --
22 you know, tell them that this kid was 6'9" and was a karate
23 expert, and champ of the Pacific Fleet, and that sort of
24 stuff, and the officer was a little guy, 5'3". We're not --
25 we're all supposed to be superhuman, supermen. So very

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1 seldom will you read it. We say it, but very seldom will you
2 read it, because that doesn't make good copy.

3 Now, let me add one thing, please. The reporters
4 are there doing a job. They are not the ogres that they're
5 painted to be in most instances. Some are real assholes, but
6 most of them are doing a job, and they're sensitive to your
7 needs; they're not your enemy. Not your enemy.

8 Most have a vested interest in the community in
9 which they reside, and they want to do something right here;
10 you just give them the ammunition to do it with. Don't --
11 just because a reporter walks in, let the hackles of your
12 neck stand on end, and all that sort of thing, and get uptight
13 and make a mistake.

14 Establish the rapport, because you're going to need
15 them; you're going to need them. As bad as we were -- as bad
16 as the shootings were, we really didn't get that much adverse
17 ink. We got more ink on the good things, and the positive
18 steps we took, than we did on the negative side of the shoot-
19 ing.

20 QUESTION: Have you had any -- let me rephrase that.
21 What new problems have you had with cross-racial or cross-
22 sexual shootings? In other words, male-female shooting, black-
23 white shooting.

24 MR. MOZEE: Thank God for little favors! Most of
25 our shootings were black on black and white on white, and we

WHD

1 didn't have any females shooting anybody. Nor did we have
2 any males shooting females -- yeah, we had one. But thank
3 God for small favors. That kept that to a minimum; that kept
4 it to a minimum.

5 All they could do then is talk about cops shoot-
6 ing civilians, rather than white cops shooting black kids,
7 and black cops shooting white kids, and vice-versa, Indians
8 -- cops shooting everybody.

9 (General laughter)

10 So we didn't have it, but if we did -- if we did,
11 we were prepared for it, because when we started into this
12 rash -- this downhill slide, you know, I prepared for the
13 worst. I got records and statistics and everything, on the
14 number of shootings, the number of shootings in every other
15 major city -- all sorts of statistical information, ready to
16 do a press release, ready to get out there and -- not defend
17 ourselves, but to sort of explain why sometimes these things
18 do occur.

19 I went into the number of crimes committed by teens
20 and sub-teens, rather than just giving names, but the numbers
21 of crimes, percentages of crimes committed by people under
22 the age of 21, as compared to those over 21, and I found that
23 it was almost 63 percent of the crimes committed by people
24 under the age of 21. And if you go in a ratio type thing,
25 then more young people are going to get shot because they have

1 more contact with the police in a criminal way.

2 That type of logic sometimes stands you in good
3 stead. The press needs something to write about, and they
4 need something to say from some official; as long as it sounds
5 good, they'll put it in.

6 But you've got to do your homework, you've got to
7 do some research. You just can't come out there and start
8 spouting without something to back you up. And you should
9 prepare for it.

10 But across racial lines -- across racial lines, we
11 did have it two years ago; we had about two or three. And
12 the only thing that we could do at that time was to -- and
13 try to say that our police officers are blue. The chances of
14 that officer's being in that position at that time was a
15 matter of fate, that he was assigned to the car, but the normal
16 guy that worked the car was black.

17 Then they might come back with:

18 "Well, the guy that normally works the car is
19 black; he ain't been shooting nobody. So if you put the
20 white cop in there one day, and he shoots everybody..."
21 you know, something's wrong. And then we've got to go back
22 and say:

23 "Ah, yes, but; in the month before that we had
24 four shootings and they were all black officers who did
25 the shooting, and you can't call them prejudiced."

WHD 1 The only press that you'll have that out of is ethnic
2 press. If there's a number of Latin-Americans being shot,
3 then you're going to have the Latin-American press, who is --
4 who has vested interests in selling the paper and making sure
5 that the community reads things that are important to them.

6 So the major press, we don't have too much of a
7 problem when we do cross racial lines. But with the black
8 press, we do, to a certain extent. But then, there are so
9 many sensational things occurring, until it's dropped after
10 a bit.

11 There's one case they've been persisting on, and
12 that's the Wallace Davis case, where a man was shot -- now,
13 my advice on that one was to tell the entire facts, if we
14 had to bring the press in and open the files on it, deleting
15 names -- do it! Because the police were right in that instant.

16 But we're being raked over the coals, and this man
17 is being made a martyr because he's got everybody so stirred
18 up. Congressmen come in and they display this guy, with
19 drainage bags and all the things on his side; he's been suing
20 for great sums of money, and the city made a fatal error in
21 wanting to settle out of court to keep the thing off their
22 back, and he again became a hero when he turned them down,
23 \$75-\$80,000, you know.

24 He's going to die fairly soon; he's terminal, but
25 until he does die, and maybe afterwards, his ghost will haunt

WHD 1 us for a long time. We should have opened the file, make an
2 exception, make the press and the public aware that this is
3 not a normal incident, but for the sake of clarity, we're
4 going to tell it exactly -- show them exactly what the file
5 says. And then get it off -- but we haven't done that. And
6 we're paying for it; it's not that much -- the white press
7 doesn't play it up too much, but the black press does.

8 This guy was a restaurant owner, and a -- a bad
9 man, and he had some altercation with a couple of other guys
10 who was in the place, and he called police, or they all called
11 police; the police responded, Wallace Davis ran -- after he
12 beat the stew out of these guys -- he really beat them up
13 badly, he ran out of the joint, got in a car and took off,
14 the police took off behind him after they found out what this
15 guy did.

16 Somebody in the place said one of the guys was
17 dead; they cornered Wallace Davis in an alley, he jumped out
18 of the car with something in his hand, and they leveled him.
19 And it turned out that he now said that these guys were
20 burglarizing his jukebox machine, and he was the one who
21 called police, and when he followed them -- or, some kind of
22 vending machine -- he beat them up and when the police -- he
23 was running to get something else, and the police came up and
24 he didn't see the police.

25 But evidence and statements at the time, from even

1 his employees, belied the facts. They later changed their
2 testimony in front of the Grand Jury and they all placed
3 him. And we've got this all -- it's a matter of record, and
4 the file could be opened, and the whole Wallace Davis matter
5 would be cleared, as far as I'm concerned.

6 QUESTION: That Davis, as long as it came up -- I
7 was involved in this particular matter of Wallace Davis; it
8 was actually Jim Casey and I, and perhaps it might be note-
9 worthy if I just asked a question and made a point at the
10 same time.

11 As you will recall, the Alliance to End Repression
12 had a symposium on deadly force and the police in Springfield,
13 two months ago. There were about 75 -- it was sponsored by
14 about 75 other, ultra-right, conservative, liberal black
15 rights organizations.

16 VOICE: That doesn't make them all bad.

17 QUESTION: No. They all were involved, and there
18 were many of us there who went for a particular purpose, to
19 see what they had to say.

20 And Mr. Wallace Davis was one of the speakers pre-
21 sented, and he came in with all of his Federal Court exhibits,
22 the pictures that you referred to, the diagrams and every-
23 thing else, and presented his version.

24 Obviously, what he forgot to present was the fact
25 that he lost his case in the Federal Circuit Court, and when

1 I sought to remind Mr. Davis of that fact, of course, I was
2 a target.

3 MR. MOZEE: I'm glad you mentioned that. That did
4 go to a Federal trial, and if he lost the case in Chicago,
5 against the police, in Federal Court, we were right!

6 (General laughter)

7 I kid you not; we were 100 percent right! Because
8 the Federal Court is looking at Chicago police with a very,
9 very narrow eye, very narrow eye, and I say it in jest, but
10 in all sincerity, when Wallace Davis lost his case against
11 us, that should have ended it right there. But it didn't; it
12 just kept on.

13 The major press lost interest at that point; the
14 other press -- thank you for bringing that back to my atten-
15 tion.

16 QUESTION: Well, the point is, it probably is rele-
17 vant because when I -- I should also note that the Alliance
18 to End Repression later filed a complaint against me for
19 being, in their mind, -- actually, what they wanted to know:
20 they came in to see the Sheriff of Cook County -- how I
21 happened to be so well-informed.

22 I was there with Tom Olette, our Director of Internal
23 Affairs. The Sheriff had sent us down there, along with one
24 of his assistants. How we happened to be so well-informed
25 about Wallace Davis's case as to stand up in the room after

WHD

1 he had presented his side, maligned the Chicago police offi-
2 cers involved, named them by name, the particular officers in
3 the District; okay?

4 How we were so well-informed. What they were alleg-
5 ing was a conspiracy on the part of our law enforcement
6 organization to embarass Mr. Davis.

7 And needless to say --

8 MR. MOZEE: That's difficult to do. I know we
9 have to stop; I see Nan sitting on the edge of her seat, and
10 I see the five-minute sign up here.

11 If I could just say the one last thing to you --
12 two last things; one is a display. Be right, but don't hide.
13 Don't hide. Tell the press, the media, about the investiga-
14 tion, but be right when you do, and don't be so eager to
15 get the department's position across that you get a wrong
16 decision across, because once you get out there -- once you
17 get out there, you can not come back. You can not.

18 You've got to be right when you say it originally.
19 If you've got pressure from inside your department, make them
20 understand that when you say it, you're going to say it for
21 once and all, and you're going to say it correctly. Take
22 your time.

23 Also, time does another thing; it sort of diminishes
24 the heat. You take it for a while, and that's part of our
25 business, part of our business; the larger departments more

WHD

1 so than smaller departments, but smaller departments defin-
2 itely have it.

3 The last thing I just want to show you is this,
4 and this holds true for all of you. I've lived by this quite
5 a bit, since I first saw it.

6 (General laughter)

7 Okay? Thank you.

8 (End of recorded proceedings; Tape-Side #1)

9 - - -

END