

Hello, my name is Carol Scott and I was the first Executive Director of the Police Advisory and Review Committee. This Committee was created to give the people of Knoxville a trusted and secure place to file a complaint against a police officer without feeling intimidated or that their complaint may go un-investigated.

Twenty years ago, Knoxville was in a state of turmoil after four African American men died from interactions/incidents involving the police department. This occurred over an 18 month period. The community demanded ACTION with some kind of police reform and transparency. The city was on the brink of an explosion and the

COMMUNITY ONLY WANTED JUSTICE!

These incidents sparked many meetings between the mayor, politicians, community leaders/members and the police command staff. After many meetings and countless heated discussion, Mayor Victor Ash decided to create an oversight committee for the police department, forming “The Police Advisory and Review Committee.” They all knew that we needed a person who was trusted within the community and could communicate with both law enforcement and activist.

After a search, I was asked to create and lead this Committee. With the help from many others, we wrote guidelines, policies and procedures on how the committee would function. Being hired as the first Executive Director of PARC, I understood that the primary mission was to strengthen the relationship between all citizens of the city of Knoxville and the Knoxville Police. The bottom line was: PARC would be the

Bridge over troubled waters in order to make Knoxville a Better and safer place to live and visit for all people!

After becoming the Executive Director of PARC, I met with Mayor Ashe and asked him what he expected from me. His closing remarks were, Make PARC Work for EVERYONE and build lasting partnerships with our disconnected communities.

One of the things I remember most about being PARC's Executive Director was going to my first City Council meeting and walking into the auditorium and seeing so many Knoxville Police officers lined up in the back of the room looking so concerned! They stood erect, hands straight down to their sides loosely and I could see the glare of anger in their eyes. This image is forever etched into my mind and I will never forget it...

Also, the audience was filled with citizens that had a look of frustration, anger, fear, disgust, and a willingness to do whatever was needed to be done to make positive changes for not only the African American community but all citizens of Knoxville. You had a group that continued to look forward focusing on the council members and the Mayor; others kept turning around making hateful eye contact with the police and some making sure their distrust and anger was heard by speaking during the public forum.

I realized that for PARC to accomplish its goals, we and I must know how the citizens really feel about the police department.

After attending this meeting, it was clear to me that the African American community feared the police. I knew then by

establishing the Police Advisory and Review Committee It would be a big part of bridging that relationship gap. In addition, I also understood that in order to establish PARC's internal legitimacy, it must have a total stamp of approval by city leaders, the police command staff and community activist.

In the beginning, Chief Keith asked Lt. Nate Allen to gather all of the black officers to talk about how to best address the problem with community distrust. KPD command staff suggested placing all of the black officers in the intercity black communities. This suggestion sent a shock wave throughout the police department because the black officers felt as if they should be able to work in any community anywhere in the city and the white officers felt as if they were being run out of the black community without doing anything wrong.

Therefore, I decided to ask Lt. Nate Allen, who is now the Chief of Police in Decatur, Alabama, his perspective on how the black officers and some white officers really felt about this decision. After speaking with both white and black officers it was clear that they all felt there must be another way.

Remember, the community was demanding some type of action and KPD had to do something and do something NOW! It was decided to move more black officers into the black communities but take officers who volunteered.

Once the PARC Committee was formed and implemented I decided to meet with Chief Keith and his command staff. We had a long and detailed meeting. One of the last comments I remembered Chief Keith saying was, "Carol, please be fair to my officers" and he then instructed

Deputy Chief Day and Cocker to give me a key to the front door of the police headquarters, which was a definitive statement to me that .

PARC had Chief Keith's support and full cooperation from his team. This is when the partnership began.

When it was time for me to meet with the PARC Committee and report on how to improve police community relationships I also shared my personal feelings when it came to my experiences of my life history with law enforcement.

I explained in my report that the police department was committed to do what needed to be done to make Knoxville a safer and better place for all people. At that point the committee decided that our Loyalties will always be about the "Facts and the truth."

Some of the things we did to improve the trust between the police and the community were:

- Community meetings
- Developed cultural diversity for new recruits
- Educated the community on various law enforcement policy and procedures
- Helped mediate citizen's complaints
- Instituted in car camera and body camera system
- Helped establish transparency between the victims, families and law enforcement And
- Assisted in building a better working relationship between the Citizens and the Internal Affairs Department

If it was not for the Community pressure placed upon City

Government officials from Community Leaders such as Dewey

Roberts, Margaret Gaiter, Avon Rollins, Diane Jordan, Sheryl Rollins, Dr. Harold Middlebrook, and Raleigh Wynn and many, many, others who lead the fight Behind the scenes then, PARC would not have been created. These Community Leaders kept the city from having a racial explosion. The Police Advisory and Review Committee's main focus was to give the people A voice and a place to come and file complaints against police officers, where all Would feel safe from retaliation and a place where the citizen felt their complaint Would be investigated in a fair and impartial Manner.

I have been asked, if the Police Advisory and Review Committee has been successful? In my Opinion, Success is measured when the Citizens understand what the Police Department can and cannot do and the Police Department understands what the Community expects them to do and not do, leaving with the commitment of not always agreeing with the solution but determined to work together to make positive changes that will benefit the citizens and the people.

And last but not least; Chief Keith and I were invited to speak at Harvard University's Institute of Politics, John F. Kennedy School of government on the importance and benefits of cities establishing a civilian law enforcement Oversight Committee and the importance of Citizens/volunteers working together to make positive changes in their Communities. YES, THE POLICE ADVISORY AND REVIEW COMMITTEE HAS BEEN SUCCESSFUL, because now we are here celebrating the creation of PARC, 20 years ago.

At this time, I would like to recognize and thank, Ms. Lisa Chambers, I call her my assistant. Lisa made a tremendous contribution to what the Police Advisory and Review Committee was able to accomplish. She created a robust and efficient system of tracking and quantifying any incidents that occurred and all details related to the incident. Ms. Chamber's input allowed the Police Advisory and Review Committee to be able to create a complete picture of what was taking

place. Oversight Committees throughout the United States has called her to assist them on enhancing their tracking system.

I want to say, thank you, Lisa for going beyond the call of duty. PARC would not have been where we are today without out your contribution. We greatly appreciate all you do, thank you again.