

Transcript of Saint Paul Police Oral History Interview with

Senior Commander
DEBORAH GILBREATH MONTGOMERY



Saint Paul Police Officer September 8, 1975 – July 31, 2003

*First female Saint Paul Police Officer
to complete the same training as males*

Combined interviews from May 24, 2004 and July 11, 2005
and January 30, 2007

By Kate Cavett

At HAND in HAND's office in Saint Paul Minnesota

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All photographs are from Debbie Montgomery's personal photo collection or from the Saint Paul Police Department's personnel files.

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ORAL HISTORY

Oral History is the spoken word in print.

Oral histories are personal memories shared from the perspective of the narrator. By means of recorded interviews oral history documents collect spoken memories and personal commentaries of historical significance. These interviews are transcribed verbatim and minimally edited for accessibility. Greatest appreciation is gained when one can read an oral history aloud.

Oral histories do not follow the standard language usage of the written word. Transcribed interviews are not edited to meet traditional writing standards; they are edited only for clarity and understanding. The hope of oral history is to capture the flavor of the narrator's speech and convey the narrator's feelings through the tenor and tempo of speech patterns.

An oral history is more than a family tree with names of ancestors and their birth and death dates. Oral history is recorded personal memory, and that is its value. What it offers complements other forms of historical text, and does not always require historical collaboration. Oral history recognizes that memories often become polished as they sift through time, taking on new meanings and potentially reshaping the events they relate.

Memories shared in an oral histories create a picture of the narrator's life – the culture, food, eccentricities, opinions, thoughts, idiosyncrasies, joys, sorrows, passions - the rich substance that gives color and texture to this individual life.

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Deborah Louise Gilbreath Montgomery was appointed police officer
for the Saint Paul Police Department
September 8, 1975

Promoted to:

Sergeant November 8, 1987
Lieutenant May 29, 1998
Commander January 1, 2000
Senior Commander February 8, 2003

Retired:

July 31, 2003

KC: Kate Cavett

DM: Debbie Montgomery

Interviewed May 24, 2004 and July 11, 2005

at

HAND in HAND's office

DM: Hi, I'm Debbie Montgomery.¹ Born and raised here in Saint Paul, Minnesota in the Rondo neighborhood. I was on the job for twenty-eight years, I worked Rice Street for sixteen years, between being eleven years on patrol and then I got promoted and I was a street boss out there.

KC: Your life from thirteen years old on has been in the public, what are you proud of?

¹ Deborah Louise Montgomery was the first female to complete the same academy as male recruits and appointed police officer September 8, 1975; the first Black woman promoted to sergeant November 8, 1987; lieutenant May 29, 1998; commander January 1, 2000; senior commander February 8, 2003; retired July 31, 2003; assistant commissioner the Minnesota Department of Public Safety 1991-1998; the first Black woman elected to the Saint Paul City Council in 2004.

DM: Well, probably having been the first woman to get on the Saint Paul Police Department competing against men.

I was working at Model Cities in 1968 and I was a social planner and I had graduated and had my Bachelor's Degree and I got out of school. And I was going to school for my Master's. And these guys, it was really nice to work with people and work with the issues that were going on. It was a community of change. Under model cities, you're supposed to do three years and then the city is supposed to certify you in a permanent civil service position. That never really happened. The city took the white people who had worked for Model Cities, [Joanne England, Terry McNellis, etc.] and hired them as permanent city civil service while the rest of us African American's were placed in provisional positions.

At the city, I held positions as a budget analyst, city planner, grant in aids assistant director. If you look at my transcript with the City, the first civil service job that I ever was certified in was the police officer job. [Laughs] I was finishing my Master's Degree in Urban Planning, so they had me doing some urban planning and city planning. As a matter of fact, I was the planner for Carty Park². I created it as a passive park because they were building all those new houses around it.

² Carty Park is located between Iglehart, St. Albans, Carroll and Grotto.

I ended up getting hired by [Mayor] Charlie McCarty.³ He had me as an administrative aide to him when he was the mayor. Then when Mayor Cohen⁴ came in, he assigned me as administrative aide to him while he was the mayor.

There was an injunction against the Saint Paul Police Department from 1971 to '75. They hadn't hired [any officers] because the NAACP had put an injunction against them because there was six percent of the population that was Black in the city, and they only had approximately five Black officers.

For four years, the Union held up hiring because they didn't want any more African Americans on the job. Then in 1975, the police union said it was a life safety issue and that they should hire [police officers]. They were going to hire fifty officers and [Judge] Miles Lord said ten of them had to be African-American, because the NAACP had filed the injunction.

Ron Jones who was an EEO officer for the City of Saint Paul at that time, said, "Debbie, I need you to take this test." He said, "You're the only woman I know that can pass it, and if you can't pass it then I'm going to challenge them to say it's discriminatory against women. We're fighting for African American, but they don't have any women officers on patrol either." I

³ Charles P. McCarty was Saint Paul's mayor 1970 - 1972

⁴ Laurence Cohen; Mayor: City of Saint. Paul, 1972-1976; Ramsey County Commissioner, 1970-1972; Ramsey County/Second Judicial District Judge 1988 – 2004.

wasn't going to take the test, and he's begging me and begging me, so I went ahead and said, "Okay, I'll take the test."

So anyway, I took the civil service test and passed, and then we had to take a physical agility test where you had to run twenty-five yards and over a four foot fence, twenty-five yards and over a six-foot wall and twenty-five yards, climb a ladder, get down a cylinder and get out of it—they had a hole cut at the six foot level. So I had to jump up and get out of this hole and then I had to run this obstacle course twice in sixty seconds. I ran it in sixty-two seconds, so that would mean that I would have failed this test, except there were only eight men that ran faster than I did out of two thousand people that took the test.

Of the 2000, four hundred fifty of those were women, and I was the only woman that passed. We had to do thirty-five sit-ups with a ten-pound barbell behind your neck. We had to do this press to see how much strength was in your upper body, and I was strong because I was a tomboy. I pulled as much strength as the average man did. And then they had this machine you put between your legs and see how much strength was in your lower body, and I blew that off the scale because women's strength is in their lower body. So that machine. I just killed it!

Then they made us take a medical and a psychological examination. In the demonstration school, we had to attend to learn about guns. Without teaching us, they gave us a gun and we had to go shoot in a simulation

exercise. We had to go in this dark room where they had a simulation going. It was to see whether you'd shoot or not shoot in an appropriate time. My scenario was when I went into the dark room, a guy was coming through the door appearing like a janitor with a broom in his hand. The examiners checked to see how long it took you to make the determination, then whether you shot or not. Some of the ones coming through had a gun in their hand and they'd expect you to shoot, and see how long it took you to make that determination.

On my psychologist evaluation, they didn't rate me high because he thought that I wouldn't shoot. But remember I didn't have to shoot because my scenario had the guy with the broom. When he wrote me up on his evaluation, he said that he didn't think I would shoot. Consequently they call you in to do an after evaluation.

When I went into the after evaluation, he pushed me on whether or not I was going to shoot somebody, and they kept pushing you and pushing you and pushing you. Finally, I just told the guy- I was twenty-nine and a-half years old, I had four kids, my youngest was two and a-half, and I told this guy, I said, "Listen, mister, I don't know anything about a gun and hopefully I'm going to learn that when I get into academy, but I'm going to come home to my family. So this isn't an issue if somebody is coming at me with a gun or a knife and it's my responsibility to make sure I come home, I'm going to use whatever tool is handed to me to take care of that situation." He ended up

signing off on me, but it's interesting because in my background that was one of the questions on whether or not I would be able to shoot somebody.

I passed the test, and then I wrote a letter saying thank you for the opportunity to take the test, but no thanks, I don't want it. And I was the only woman to pass the test, going through all those things. My original number was nine, but after Veterans' Preference, I dropped down to forty-two. They were going to stop the hiring at forty. Now this was after they announced that they were going to hire fifty. And somebody said, "I don't think you want to do that, because I think the judge would be a little upset." But see, they had gotten to the point where they had ten Blacks, and so that's why they wanted to cut the list.

At forty they didn't, but at forty-three they did. So they wanted to cut the list at forty-three, because they picked up three more, including me, Tony Blakey,⁵ and Melvin Carter.⁶ We were at the end of the list. They didn't want to go to fifty because they would have picked up three more Blacks, which would have given them thirteen, and they were already upset about accepting ten.

I wrote a letter and said thank you for the opportunity to take your test, but no thanks, I don't want the job. I just took the test for Ron Jones. I didn't want the job. It was a \$10,000 cut in pay. This was a no-brainer.

⁵ James "Tony" Louis Blakey was appointed police Officer September 8, 1975; retired July 1, 1999.

⁶ Melvin Whitfield Carter, Jr. appointed police officer September 8, 1975; promoted sergeant April 13, 1991; retired February 14, 2003.

What happened was, the Friday before the academy was supposed to start, one of the ten African American men that had accepted the position decided not to take the job. The only person that the mayor had control of was me, because I was already a provisional City employee, so he calls me into his office, asked me to go ahead and take a leave. He was going to put me on a leave of absence, just long enough for me to go over there and sit in the academy, then I could come back to my job.

Long story short, I said, "So, who buys the uniforms?" Because you have to buy your first issue gun, utility belt, handcuffs, flashlight, etc. He said, "You'll be taken care of." It ended up costing me like \$598.00 to get my first issue. Back then I think it was about one hundred ninety-eight dollars for your gun. You had to buy your uniform, your leather, and all of your equipment. All of the items came up to about five hundred and ninety-eight bucks.

Once in the academy we're doing all of the work, and doing exams and physical agility. In the meantime, I get called into [Chief] Rowan's⁷ office. He says, "I just want you to know you aren't getting any special privileges." I said, "I hadn't asked for any special privileges."

⁷Richard H. Rowan (1922-2005) was appointed patrolman October 13, 1947; promoted detective June 20, 1965; deputy chief April 17, 1964; chief June 30, 1970; and retired December 31, 1979.

I'm in the academy and now we have to go to PT [physical training]. You have to go in {the locker room} to change clothes. Well, there wasn't a women's bathroom in the whole National Guard Armory. All they had were men's locker rooms as they only had men in there. I had to physically share a locker room with 21 men. They told me I had to work out with my platoon. I was in the blue platoon. I had to work out with them how we were going to arrange the showering after PT. We had fifteen minutes from the time PT was over to the time we had to be back in class in uniform. What my platoon decided was that when PT was getting over they would start working me down closer to the door, so then when they dismissed us I was the first one to the locker room. I was supposed to go in the shower room and turn on all the water, then hurry up and take my shower, then put on my basic clothes, then finish dressing in the classroom, then the rest of my platoon would come in, and they'd have ten minutes. However, they'd have hot water, while I was showering in cold water, because it took that long for the water to get hot! Then I would dress in the classroom. Some of the other Black officers would stand at the door, because, you know, there's always somebody that wants to check out what's going on, so I was taken care of by my fellow officers.

At the end of two weeks, I'm ready to come back. I receive a call from the Mayor's office, and he asks me if I would stay two more weeks, because Miles Lord might think something's up if I drop out after two weeks. I was in the top of my academy, I'm doing all the work, I'm doing the physical

agility, I'm still the worst shot in the academy, but we're working on it. So, anyway, I said, okay, I'll stay two more weeks.

Now, I'm there for a month, and by the end of the month I'm doing really well academically, and I'm doing well in the physical agility stuff. I'm doing all the things we have to do. Then it dawned on me, I thought, *you know, I don't want this job, but maybe there's a woman that wants this job, and if I drop out now then there won't be a woman to get the job. I wanted to make sure that I could finish this twenty-one week academy.* So that was my intent, to go ahead, finish the academy, show that a woman could finish it and, as it was, I was doing extremely well on everything, except shooting.

As it came down to the last day of the twenty-one weeks, I couldn't shoot, I mean I couldn't hit the target. I had to get seventy-five, and I couldn't get seventy-five. The range officer, Jim Charmoli,⁸ during the last two weeks would take his lunch {with me}. When we were having lunch, we'd go over to the range, and he'd work with me, showing me how to breathe and pull the trigger and aim and not flinch. On the last day that I could qualify or get kicked out of the academy, I finally got seventy-five.

In the meantime, we're building teamwork. By this time everybody wants everybody to finish. It's not about whether you're a woman or Black, you now kind of pulled everybody together as a team, and you want everybody

⁸ James Michael Charmoli appointed patrolman January 16, 1967; promoted to sergeant September 6, 1975; and retired August 31, 1999.

to pass. Sergeant Charmoli had called over to tell them that I had finally hit seventy-five. When I came back from the range, all my academy class was standing up and clapping because now we were all going to graduate.

And, as it turned out, the people that supported me the most were the rest of the guys in my academy. Because they knew I got no special breaks, they knew I did everything they did. Most of them had uncles or fathers or were nephews of people that were already in the police department, and so when those guys were checking to see what was going on, I was getting good academy reviews even though the people on the other side had some issues with it.



Academy Class of September 1975
Debbie Montgomery back row, forth from right

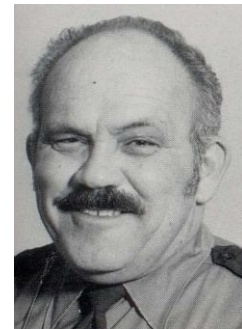
When I finished [the academy], I said, *you know what, I can do this job and a woman can do this job.* And, thought, *in the academy you don't have bullets in*

your gun and I said, You know, I'm just going to go on this FTO [field training officer] piece, so I can put bullets in my gun and drive the squad car and turn the red lights and siren on. That was a goal, My god, if I went through this twenty-one weeks – I need to be able to do some of this stuff!

I have to give the Department credit, they tried to find guys that would be my training officers that would at least give me a chance. I mean, there were guys that they knew if they put me with them they were going to fail me, but they picked some guys that they thought at least would kind of give me a chance.

They still didn't give me any breaks. I had some just really hardnosed FTO's [Field Training Officer] Jim Gillet,⁹ and Kenny Shepherd,¹⁰ he was hard.

He was a Detroit cop that had lost his partner.
I'm working with him over in Mt. Airy Projects,¹¹
and I get out of the car. There's a big riot going on
and I forget my baton. I've gotta get my baton
and I'm getting out there. He's trying to be protective



Kenny Shepperd
c. 1984

⁹ James Francis Gillet was appointed patrolman November 2, 1964; and retired September 30, 1996.

¹⁰ Kenneth Marshall Shepperd was appointed patrolman November 13, 1967; and retired November 30, 1990.

¹¹ Mt. Airy Homes was built in 1954 – 1956 between Pennsylvania Avenue Mr. Airy Street, Jackson Street, and L'Orient Street. This public low-income family housing project is run by the Public Housing Agency of the City of Saint Paul.

of me, especially because he already lost a partner in Detroit. He didn't want to lose another one. He used to always tell me that in the car. I said, "You aren't gonna lose me. I can take care of myself." He didn't know I was a tomboy and could fight. They were swinging chains and stuff. It turned out to be a signal thirteen,¹² so all kinds of squad cars came. We're out there fighting, and I was holding my own in the battle, and so that kind of gave him a little more faith in me at that time.

I was in the car with these guys. Back then they only had bench seats in the squads. Remember when I came on they had a height requirement. I was five foot six and three-fourths and, so, here I'm on a bench seat and in order for me to drive I have to pull the seat up, then my partner's knees would be in his chest, so that didn't last long. As it turned out, during my whole FTO period, they wouldn't let me drive a squad car.

McCutcheon¹³ called me in, he was a deputy chief, and I got penalized because I didn't write enough tags, so they give me a gig telling me that I'm not going to get my six month raise, because I didn't write enough tags. I'd say, wait a minute, how many tags do you want me to write. They're not going to give you any answer because you can't have a quota. For the rest of my career, I was six months behind my class in raises because they held up

¹² "Signal 13" is a police code for "Send help, send all the help you can immediately."

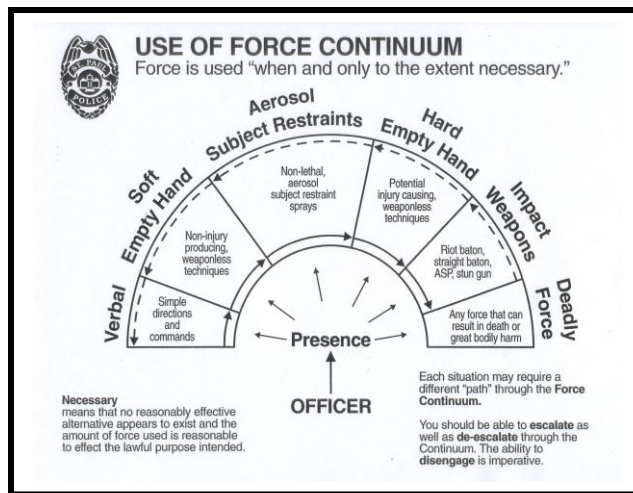
¹³ William Wallace McCutcheon served the Saint Paul Park Police 1948 to 1954, appointed patrolman January 4, 1954; promoted to sergeant August 22, 1960; lieutenant December 12, 1965; captain June 20, 1969; deputy chief February 4, 1972; chief January 1, 1980; and retired July 15, 1992.

my pay raise. Well, I just said, "Hey, wait a minute, what about my FTO officer? He isn't writing any tags, if he's driving. The guy that pulls over the cars is the driver, not the passenger. All the passenger does is write the reports." So, I'm trying to get this guy gigged, and no, they don't gig him. That's what happened to me as far as getting a pay increase. I've been behind my academy for the whole time because of that. And, I had no control over it.

KC: What was the hardest thing for you to do as a police officer? What were the hardest situations to walk into?

DM: Dead people, I couldn't stand dead people. I just couldn't believe when I walked into a place and you had a DOA, dead on arrival, a person lying there that it wasn't a person, it was just a frame. I had a real issue with dead people. Everybody would laugh at me and they'd say, "They can't hurt you, they're dead." I just had a real issue with that. It's funny, because [Chief] McCutcheon sent me up to Saint Cloud for a death education class, and he sent me to another one, I had two of them that I went to. Those were my hardest ones.

As long as I knew we had a gun and a knife, I could deal with that because they trained us. We had our whole utility belt. So, you knew you had your baton, you had your mace, you had your gun, you had a knife, and you knew when and how to use the force continuum. So you knew what you had to do to make sure you were a step ahead of the continuum.



But dead people were my biggest problem mentally. I had numerous calls, and it never failed, I always had the goriest calls, where people decided they were going to commit suicide and blow their head off and their brains were all over the place. I walk in there, and they're still alive. My partner would be there, and I'd say, "Okay, I'm going to stand out here and you just holler out, and I'll write the data down." They used to tease me to no end, they said, "How are you going to testify in court, you didn't even go in there and look at it."

KC: Who were your partners?

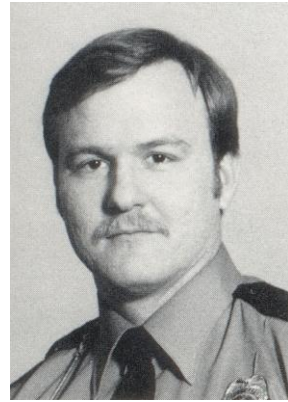
DM: From my academy, Tim [Bradley¹⁴] and Dick [Gardell¹⁵], and if I was by myself and another squad came, I'd volunteer to write the report as long as they went in and did all the picture taking and investigation on that part.

¹⁴ Timothy Robert Bradley was appointed police officer September 8, 1975; awarded the Metal of Valor July 7, 1996; Metal of Merit Class B on November 10, 1989 and November 6, 1997; and the Metal of Commendation Class C June 12, 1987 date July 8, 2004.

¹⁵ Richard James Gardell was appointed police officer September 8, 1975; promoted to sergeant July 7, 1983; lieutenant February 22, 1987; commander January 8, 1997; deputy chief March 27, 1999; assistant chief November 4, 2001; reinstated senior commander July 3, 2004.



Tim Bradley
1975



Dick Gardel
c. 1984

I remember when Corky [Finney¹⁶] was my captain, and we had a homicide on Front Avenue off of Rice Street. We had a guy from Detroit that came over, and he killed his girlfriend in this apartment. It was actually a house. When I get there, I'm the first car on the scene, and I'm by myself.

I worked a lot by myself, early on. During recruit time, you had a partner [Tim and Dick]. Later, none of the guys really wanted to work with a woman, and so I had a lot of shifts the majority of my career, where I was a one-person unit on Rice Street when everybody else was a two-person unit.

Anyway, I got in there, and they were telling me that this guy had come in, and he had killed his girlfriend. Corky comes by, and he says, "What's going on?" He's a captain, he's checking to see what's happening and I tell him,

¹⁶William "Corky" Kelso Finney appointed January 4, 1971; promoted to sergeant April 1 1978; the first Black male promoted to lieutenant March 8, 1982; captain February 23, 1987; and Saint Paul's first Black chief July 17, 1992; and retired June 30, 2004.

“There’s supposed to be a body. I haven’t gone up there yet. I was trying to calm these people down, so I could go upstairs.” Then he goes upstairs, and he looks and this girl had bled out. I mean, the guy had killed her in the bathroom, and she had just bled out. Corky knew how I was about these dead people. He said, “Debbie, you take the information, I will get a squad to come up and process the scene, because there’s no need for you to go upstairs. I can’t deal with you and them.” So, we had those kinds of issues that were going on.

KC: You said a lot of the officers wouldn’t ride with a woman, would your recruit class ride with you or were they off doing other things?

DM: It was interesting because thirty-three percent of my group actually got to go to the afternoon shift. There had been a lot of retirements, so there were openings on the afternoon shift. I was at the tail-end of our academy, even though I did well, it was based on how you’d done overall. I was forty-two out of forty-three or something like that. I was originally around nine, but moved down after the veteran’s in my academy used the ten points they received from having served in the military—that’s veteran’s preference. Most of the class was on afternoons, and the tail-end of the academy class ended up getting put on midnights. I was on midnights.

You had a lot of older guys that were on the midnight shift because they worked off-duty or had businesses or did whatever they did. They’d take partners, usually guys that had been on the



Debbie
c 1984

department with whom they had worked or take a rookie or somebody they knew, or some of them would stay with their old partner. When the numbers rolled out, I was always by myself because nobody grabbed me. So, I ended up working a lot by myself and if there was a ride-along assigned to our shift, I used to always get the ride-alongs [a civilian riding with an officer for one shift to see what police work is like]. The ride-alongs would always say to me, "Why has everybody got a partner, but you?" I'd say, "Hey, I can't help you, buddy."

KC: Was it because not only that you were a woman, but because you were Black?

DM: Oh, sure, absolutely. Racism was alive and well, and it still is in the Police Department. They say it isn't, but, you know, racism is alive and well. They didn't want to work with a woman, they didn't want to work with a Black. It was interesting because at one point you had Black officers working together.

I have a map somewhere in my house that I had taken to McCutcheon because I said, "Do you realize that this Department is color coding the squads?" Every squad that had an African American, was a one-car. So I was 211, Frank Foster was 311, Fred Slemmons¹⁷ was 111, Kenny McIntosh¹⁸ was 411. If you were on the afternoon shift you were 431. If you tracked all of the African Americans, we all were a one-car, and all the one-cars seemed

¹⁷Fred James Slemmons was appointed September 8, 1975; and retired July 31, 2002..

¹⁸ Kenneth Wayne McIntosh was appointed police officer September 8, 1975; promoted to sergeant May 4, 1989; and retired December 27, 2002.

to be in the hot areas of wherever they were working. So, I brought this to their attention, and all of a sudden now they want to change everybody's numbers. I never let them change my number. These were just little subtle things that were done. I had a lot of time, since I was by myself, to really analyze what was going on.

KC: Analysis is one of the skills you have.

DM: Yes. McCutcheon didn't like that too well.

KC: What was the hardest part being the first woman on patrol and the first Black woman in the Department?

DM: You know everybody wants to be accepted, and you're always trying to do your best, you're always trying to work hard. I wrote excellent reports, to this day I've always been complimented on my report writing abilities. City attorneys and everybody talked about the detail and stuff that I had in them.



KC: Did you ever feel that you had become a part of the police family?

DM: Yes.

In the early years I did my job, people knew I was doing my job. It wasn't like they were running to be my partner, but I could at least depend on certain guys to come back me up, make sure I was okay. I had one guy that actually everybody thought I liked and I'm talking about LIKED. But he was always nice to me. He was always there without anybody having to say anything. He'd tell his partner, "Hey, why don't you go slide by and see how Montgomery is doing on that call." His partner, who actually happened to be a graduate of my academy, would give him grief all the time. "Why do you want to check on her? "

My sergeants could tell by the tone in my voice if I didn't feel comfortable on a call, and some of the dispatchers could tell by the tone of my voice to send a squad by to check on 211. You don't want to ask for help, I mean, I was never beneath asking for help, if I knew it was a situation I didn't feel comfortable in. I'd ask if they would send a squad by. Sometimes you're just not real sure, and you don't want people to start thinking [you were asking for backup all the time]. By my voice, people would say they could usually tell when maybe I wasn't as comfortable as I should have been.

I just wanted to do the best I could and to move on and not dwell on a lot of that negative stuff.

KC: Were there times where they didn't back you up, when someone should have, but they didn't because you were a Black woman?

DM: That's all subjective, I mean, there's times when I felt somebody should have come or they should have come faster when they didn't. So, yes, but you kind of learn to get by that.

KC: Debbie, how long were you on the streets?

DM: I was on the job for twenty-eight years. I worked Rice {street} for sixteen years. For eleven years on patrol. Then I got promoted, and I was a street boss out there. Then I went into the Juvenile Unit. During a brief period, {Chief} McCutcheon rotated us through all of the units. In 1977, they hired seven women. During that time they started rotating women through different units, in Homicide, Fraud and Forgery, and Accident investigation, etc. So, in between that I was on the streets probably all together sixteen years.

KC: Where did you go from there?

DM: I was the Assistant Commissioner of Public Safety for eight years. I went on an intergovernmental mobility. [As Assistant Commissioner] I was over the budget and State Patrol and the Bureau of Criminal Apprehension and Fire Marshall and all of the divisions in public safety for eight years, under [Governor] Arnie Carlson from 1991 to 1998. Then I came back and was promoted to lieutenant and I got placed in the Juvenile Unit as a lieutenant under Captain Mike McGinn¹⁹. When Mike retired, I got promoted to commander and I was over the Juvenile Unit.

¹⁹ Michael Gregory McGinn was appointed to patrolman June 26, 1968; promoted to sergeant March 16, 1975; lieutenant March 30, 1980; acting captain April 1, 1984; captain August 5, 1984; and retired July 31, 1998.

Then towards the end of my career, I got promoted to senior commander, and I was a watch commander, which is the equivalent of being the chief when the chief isn't in the building. That's my police career.

KC: What are you most proud of in your career in the Saint Paul Police Department?

DM: I think the thing I did best and I never got a lot of credit for it, was developing young people. When I was a commander of the Juvenile Unit, I had young officers, and I made a concerted effort to bring minorities into Juvenile Unit. I had Hispanics, I had Asians, and I had Black officers to work as school resource officers. I brought them in, and then I converted the officers from being a DARE officer to school resource officers—I don't know what they called it before, I can't remember right now. But what I did was I blended those positions.

I sent all my officers out to get certified, every one of the officers that worked for me had to go get certified in DARE, so they knew how to teach and work with people. Because people learn differently, they learn auditory, visually, kinetically. Because of all the different ways that people learn, we have to talk and teach people from that understanding. Then I also sent them out to get certified as a school resource officer. When I got them certified, I went to the administration and said, "I need to get them a bonus, premium pay, because they have premium pay for canine officers, traffic guys, horse patrol. I said, "Listen, I got these officers certified to work in the schools with the students, and I've got them cross-trained." They ended up getting seventy-five cents an hour premium pay to be a school resource officer.

When the test came up for sergeant, during that time that I had taught them how to get trained so they had better listening skills, they were able to be more receptive in working with young people and understand when they had special details to go out and deal with the community. They wrote better reports, gave better presentations to the public and the schools. The schools even used them to teach some classes related to mediation and how the law works.

Well, to make a long story short, they gave a sergeants exam. I convinced all of my guys, "Come on, let's take the sergeants exam, come on, you guys are ready, let's try to go to the next level." Well, on the last sergeants' exam where I had people in my command in the Juvenile Unit, they had 120 people that took the sergeants' exam and twenty-two passed. Out of the twenty-two that passed, numbers one, five, seven, thirteen and twenty-one, were all out of the Juvenile Unit. There was no other unit in the department that had that kind of representation. But more impressive to me, number one was a White female, number five was a Black female, number seven was a White male, number thirteen was a Black male, and number twenty-one was a Hispanic male. I had the most diverse unit, and they represented what the city reflected. I had some Asian officers, but they hadn't taken the test.

I never got any recognition or credit for developing young people into supervisory positions. So, that's the one thing that I feel bad about. I was really interested in trying to develop young people and make them better officers so they were more receptive to the community and knew how to deal

with all the different aspects of it. To also bring along minorities, I was getting beat up by some of my colleagues, they said, "Well, you got all the minorities." "Well, you guys didn't seem so interested in grabbing them, so I figured I'd take them and try to develop them."

KC: What are you most proud of in being a Black woman?

DM: Being a mother and raising a family. The one task that you have total control over is raising your family. To be a good role model, to develop strong young people, and to make them feel like they're going to contribute to society and not be a burden on society. I always carry a picture of my family with me and show them off and say, "Look at all of them."

They all went to college. They didn't have a choice, and they knew, "You've got four years to get this done." I had four kids in five years, so at one point, I had four kids in college at the same time. And, I said, "Hey, you don't have time to play around. When you declare your major, that's what you're going to graduate as, because you don't have time to be changing majors. If you do, you're going to do it on your dime, not mine." And, I paid for all of my kids to go to college. Because the number one killer of African American males is hypertension, stress. I've got three Black males and a Black female. When they graduate with that degree, if they had college loans, they'd have to start paying them back in six months. Well, Blacks weren't ever the ones who got jobs right out of college. When my kids got done, they didn't owe a dime. I worked [off-duty], my guys at the Police Department will tell you, I begged, borrowed and stole any off-duty {work} I could get to pay so that those kids didn't have to pay for college.

And, it's interesting now because my sons, who are now all police officers, none of them want to work off-duty. They said they knew what I went through working off-duty. They saw that. Now they're starting to have families, and they're starting to see that they're going to have to do some off-duty {work}. They know what I did, and they always thank me for not putting them in debt.

KC: Thank you, Debbie.

Interviewed January 30, 2007
at
HAND in HAND's office

KC: As we sit down to interview again, we need to talk about the other pioneer women in Saint Paul's police history. When you first came on the job, what was the relationship with Carolen Bailey²⁰?



Carolen Bailey
1977

DM: Well, I didn't really know her at first. She kind of id
of hooked on me, and this is while I was going through the testing

²⁰ Carolen Fay Bailey was appointed policewoman July 17, 1961; resigned December 3, 1963; returned to the department September 16, 1964; promoted to Sergeant December 25, 1971; Lieutenant May 25, 1985; and retired January 31, 1991. President of the International Association of Women Police 1980-1982; Minnesota Association Women Officer of the Year—1980, Minnesota Assistant Commissioner of Public Safety 1992-1997; IAWP's Dr. Lois Higgins-Grote Heritage Award—2003.

process. She had heard that I didn't want the job and so she wanted to invite me to this meeting that these women were going to have. It was held out at her house. I go out there and Carolen's friend, she was a New York detective, I want to say Lucille Burrascano. She was a big detective out in New York and she had worked on patrol in the Bronx, so Carolen had brought her in. She was telling us about police work in New York and women in the roles and stuff like that. So, Carolen was trying to keep me engaged 'cause, once again, she didn't think that I wanted to be into this job. I had talked to her a little bit and said, *Why am I going to take a ten thousand dollar cut in pay to come over here and do this job?* So, long story short, she kind of tried to entice me early on about there was some attractiveness to be in this job. Then when we got done with that and everything and we went through the process of testing and finally getting in the academy, there was a conference going on, this is after I'm off probation, I believe. She had went to the Chief [Rowan] and wanted to know if she could take me to this International Association of Women

Police²¹ conference, and it was out in Seattle. Lois Higgins²², which is, if you read books about police women and stuff, she was the president of International Association of Women in Police at that time. She was a big time woman, older woman. Carolen convinces the Chief that I can go to this conference.

So we fly out to Seattle, and we're at this conference and there's a bunch of older white women there and there was a constable from the Vancouver Police Department, Carol-Ann Halliday.²³ It was the first time I had met her. There was a young, I thought she was young, Black, Port of Seattle officer, who was kind of quiet. I talked to her, but she was

²¹ Women had been involved in police work since 1845, when they were assigned as matrons in the New York City Police Department. In Chicago in 1893 that the widow of a policeman, Mrs. Marie Owens, was appointed by the Mayor of Chicago to be a policeman with the power to arrest. The International Association of Women Police was originally organized in 1915 as the International Policewomen's Association, being incorporated in Washington DC in 1926. Unfortunately, in 1932, the Association became a "depression casualty." In 1956, the Association was reorganized as the *International Association of Police Women*. Several years later the organization changed its name to the **International Association of Women Police (IAWP)**. IAWP membership remained small through the 1960's. By 1963 it began to hold annual three-day conferences, with minimal attendance. Before 1969, women were never assigned to patrol, and many did not even own a uniform. In 1973 IAWP began working toward promoting the assignment of women officers into all areas of law enforcement within police departments. By 2001, IAWP had more than 2400 members from more than 45 countries worldwide.

²² Dr. Louis Higgins-Grote, a thirty-year member of the Chicago Police Department, held the position of IAWP President for eight years, 1956 – 1964, and then served twelve more years as its Executive Director.

²³ Carol-Ann Halliday, president of the International Association of Women Police 1984 – 1988.

probably one of the few women on the Department, that they had invited her. She was there, but she wasn't really there. Carol-Ann and I kind of got really involved.

The nice thing about it was Larry, he was a detective. Because there weren't a lot of women at the Seattle Police Department and the Port of Seattle Department, they had male officers that were there to drive us around and get us to different sites that were lined up for us. So I met this guy who was sergeant, Larry – I can't think of his last name. It was kind of like I was flirting with him, you know, not really flirting, but, I'd always joke with him. He was in Narcotics Unit, and they were going to do a raid. I had never done a raid, so I said, "Hey, listen, can I go on this raid with you guys?" And they said, "Well. . ." they didn't want to take me. I said, "I promise I just want to see how you guys do it." So, anyway, they had to get permission and finally they said I could go ahead and go on this raid with them.

They went to this house, they had surrounded it and they had the proper personnel to go in. They kicked {the door} in and went into the house and made some arrests. So they're searching the house, looking for drugs and I'm just kind of like standing around. I don't know what to look for. They're looking under stuff, pulling out drawers, lifting up carpets, looking behind pictures, just all kinds of stuff.

I'm standing there and I see these flower pots, and they had just flowers in them, regular flower pots, but they had aluminum foil around them. I hadn't seen flower pots with aluminum foil around them. I'm just kind of standing there and so I'm going over by these flower pots and kind of looking at this aluminum foil around the base of the flower pots. I'm pulling the aluminum foil back, and low and behold, wrapped around in plastic there was this material! I didn't know what it was. But once I pulled it down, I said to one of the guys, "Well, I don't know, this looks kind of strange over here." So he looks at it, and it was psychedelic mushrooms. So I had found some contraband, it was funny 'cause he was teasing me, he said, "Boy, we're going to have to bring you back out here 'cause chain of evidence, you found the dope." I said, *Yeah, as if the Chief's gonna send me back out here.* Anyway, they went through the house, and they found some more, but I actually had found my first contraband, and all I am was just a young rookie and I just fell into it. Which is how a lot of police work gets done, it's not like you really know what you're doing sometimes. It's all new.

That was it, and we got to go to workshops, lots of training on police topics. At the end of the week, before we left, they had a salmon bake out on an island. They had a boat that took us out there, and they had this salmon bake. You're around the campfire, they have music, a guy playing the guitar—it's camaraderie, that's where we got to know each other and talk and make friends. So for awhile there, I used to always call back and

forth between here and Seattle and say “Hey, what’s happening out there? What are you guys up to?” We just kind of made some friends.

The most important thing was I actually made friends with this Carol-Ann Halliday. Our careers kind of followed each other. She’s up in Canada in Vancouver, and I’m back here in Minnesota. She’s getting promoted and going through the same stuff, and we’d talk about how we were doing. We became really, really good friends. She actually rose all the way up to be the President of International Association of Women Police. I think about us, that we started together at our first conference back in 1976 in Seattle. She actually worked twenty years, and then she retired. She had a house up in Vancouver. It’s got water that flows in front of it and goes out in to the Bay. You had to cross over a bridge, and there’s a little town, so when I’d go up to Vancouver, my husband [Robert] would go with me, and she would take us all around. We’d go to the Police Department up there. They had their own FOP lounge. I’d never heard of an FOP.

KC: What’s an FOP?

DM: Fraternal Order of Police. They have a bar. Back in America to me it would have been an after hours joint, but it’s where cops would get off work, then they could go in and sit at a bar and drink. They had some food that you could eat, some guy in there cooking food, so you could have a little meal and talk to your partners and stuff like that. It was kind of a neat place. We got to see how they did police work up there. I don’t think she ever got married – but we, my husband and I, traveled a lot. She had a condo up in Whistler Mountain, where we skied, so we’d go up to

her condo in Whistler. That's when you sit down and talk to each other about different kinds of things that you did.

KC: In getting to know people nationally and internationally, women police, how did what you were experiencing in Saint Paul, Minnesota, compare with what other women were experiencing?

DM: Well, it was kind of interesting. I was the first woman on patrol back here, and that was in 1975 and, yet, with the International Association of Women Police, we would travel the world. You'd go up into Canada and you'd have constables, and in Canada they don't carry guns. There's like one squad that's got the guns in it and then otherwise they have belly clubs. It's kind of like the British government. It was a whole different style of policing, so we were able to see that.

In the meantime, it kind of exposed me to other countries. We actually went over to China. We went over there to train them on self-defense tactics. Because the Chinese didn't let their women – all they could do was work in the office, they couldn't direct traffic, they couldn't do any of that. They could work on juveniles and sex issues, similar to what the old policewoman could do here. So we were teaching them how to do self-defense. We got to go in and talk to their leadership and talk to them on *why don't your women do this?*

Lt. Bailey heads delegation to China

By Tony Blass
Staff Writer

Lt. Carolyn Bailey of the St. Paul Police Department leads a national delegation of 34 policewomen embarking today on a two-week technical and cultural exchange with female law enforcement officials in China.

The first-of-its-kind delegation, which includes five policewomen from Minnesota, is a response to an invitation last year by the Chinese Ministry of Public Safety.

The purpose of the visit is to exchange tactical information of special interest to female law enforcement workers, who make up 10 percent of the public safety force in China compared to 4 percent in the United States, Bailey said Friday.

Bailey said the group, which includes St. Paul Sgt. Deborah Montgomery, is qualified to answer almost any question the Chinese may have about law enforcement.



Bailey



Montgomery

"We have every discipline covered; from range instructors to secret service to fraud," Bailey said. "I'm excited and looking forward to it."

Bailey and Montgomery were scheduled to leave Minneapolis-St. Paul International Airport at 9:40 a.m. today for Seattle, where they were to meet the other 32 officers who were selected from applicants around the country. The group will continue on to China later in the

day, arriving in Beijing on Monday afternoon.

The three other officers from Minnesota attending the four-city exchange include Joann Springer, a Ramsey County sheriff's deputy who works in the jail annex; Sgt. Carol M. Nelson, a Maplewood paramedic and patrol officer; and Deborah Martin, an Alexandria law enforcement instructor who is slated to become a U.S. marshal's deputy when she returns from China, Bailey said.

Minnesota's contingent is the largest of any state, said Bailey, who was chosen in December by the International Association of Women Police to organize the delegation. Ohio has three officers, but no other state has more than two, she said.

"Minnesota has the largest representation and China loves Minnesota," Bailey said, adding that Gov. Rudy Perpich's visits there are probably the main reason.

c. 1988

I'd be an example they'd hold up. Here I was a younger officer. I said, "Look it, I had to go through the same training as the men did, we make the arrest, and we get to drive the squad car, and we direct traffic. We do the same jobs that the men do, and we can do this." Well, the Chinese government, as you know, isn't the most open government, so they weren't real excited to hear us say that, but the women were excited to hear that there were other opportunities out there.

It was interesting because on one of the things they were displaying to us, they took us to like, it looked like an arena-type thing, but it was kind of a base and it was showing these people that I would say it would be similar to a SWAT team, and them coming down walls, repelling off of walls and doing all kinds of different agility-type tests, running and cycle tricks. They had one woman who actually was participating in this experience, who repelled down a wall, so it was really exciting, because after she got done, we got to mingle a little bit. I was talking to her and saying, "How did you get a chance to do this repelling stuff?" She just said she kind of like fell into it. It wasn't as though she was chosen or anything. She just got the opportunity to do it. It's different, and here's this woman that can do it.

When we had training with them, we took them and showed them how to do takedowns. We talked to them about how to use our batons. Back then, we didn't have an ASP or anything. We showed them the types of things that we did with our baton. That was acceptable to them because they weren't giving them guns or anything.

Then we went to Russia, and we actually worked with the Russian women and talked to them about how we did our training and then they'd show us how they did theirs. It was really interesting. I don't care where you travel, what country, what city, nobody can show you the inner workings of a city better than a cop. We even got into the Russian Black Market,

with the cops. I mean, I actually was able to buy some stuff on the Black Market. [Chuckles] But it was just really interesting, because they know where the bad guys are at, and they know where the stuff is, so they were able to take us to show us how the different things operate. Like I said, in Russia we ended up seeing the Black Market and how they operated that.

Also, when we were in China, we got to go to Inner Mongolia, which was interesting in itself, because we had to stay in yurts. It looks like a tent, but its round and it's built with wool and lined with animal hair. I'm allergic to sheep wool and, so, Carolen Bailey and Roger Bailey and I were in a yurt together, and, long story short, I got in there and I'm going to sleep and then all of a sudden because I'm allergic to wool, my nose just got plugged up. I mean, I couldn't breathe, I was literally breathing out of my mouth. So, in the middle of the night, and it's cold in Inner Mongolia, I'm coming out of this yurt because I can't breathe.

The Mongolians are actually really, really tall Chinese. Most of the time you see the Chinese, they're short, well, these Mongolians are tall. I mean, they're six foot four, they're just tall people. So, when I came out and I couldn't breathe, I came out and I went to go to the bathroom, and this was a unisex bathroom. It was like a round thing, and they had doors on them, but both men and women went into the same bathrooms. That was a new experience 'cause guys would be going in to the bathroom. You got doors, like stall doors, but it was a different experience. So this one Mongolian guy, he's trying to make it, you know, trying to talk to me and

stuff, because I'm out here in the middle of the night. So, anyway, I had to play him off, but he was an interesting guy.

KC: How did you survive the night, if you're having an allergic reaction?

DM: I stayed in the bathroom. I stayed in the bathroom because it had heat in the bathroom. I mean, for all intents and purposes it was warm, I shouldn't say heat, but it was warm in the bathroom. About as warm as it was going to be in this yurt, but it didn't have the wool stuff, so I was in the bathroom for most of the night, and it wasn't the easiest way.

We only stayed there one night, where we had to sleep in the yurt. Then after that we'd get in these trucks, and we'd go over these trails. And it was really interesting, because we traveled so far in to the interior that, I mean, there was like nobody out there. You had these guys riding horses, and they're big and, the yurts and these unisex bathrooms. It was just a whole new experience, but I think the thing that was most impressive to me, at least, is the learning experiences. It's part of China, where people weren't there and the bones of dinosaurs were still out in the tundra, because it was cold. It was like, kind of like the Arctic, so they were preserved. So you could see where dinosaurs {has been}, so you can imagine how old this is. The bones were laying out there, I think that was the thing that was the most impressive to me. I'm sitting there thinking *there's pieces of this earth that we haven't got into yet, as people, or there may be very few people there, maybe because of the living conditions or the weather or whatever, but there's parts of our history as a nation, as a world, that are still out there.* Every now and then you hear on some of those world report news

where they found these bones of dinosaurs and people are going up and digging them out of places. So, it was kind of interesting to just, literally, see these huge bones lying out there, and they told us that these were of the prehistoric days.

Then we'd go into these little towns, and I brought souvenirs back. My husband gets so mad at me 'cause my basement is loaded with, as far as he's concerned, junk, from each part – when I was in China, I brought back these green tennis shoes. They were just really thin tennis shoes, and jade, they had these jade things, where I picked up these jade things that were cut out of. They looked like Buddha's, but they were pure jade, you know, and you'd pick them up. You had American money, so for them, this was a lot of money, because a dollar was worth a lot more than anything they had over there. You'd go into their shops and there was pure gold, I mean, if you see a lot of them today, you see them wearing 24k gold. I had never seen 24k gold. I used to think that when you saw that real deep gold, it was fake gold, well, no, it's real gold.

For me, it was just a learning experience, and that's, I think, one of the best things I got out of being on the International Association of Women Police, was going to all these different countries and talking to women police officers, meeting the men police officers, talking to the citizens and just trying to see how people live in other countries, how do people do police work in other countries, how are police respected in other countries. It's a lot different than what we see over here, because it's kind

of like when you look at the immigrants that come over here from some of the foreign countries, the African countries and the Asian countries, the police are very controlling. It's not a protect and serve type thing that we try to do over here in America, although, there's folks in this country that have some issues with the police.

KC: This is the 1970 and 1980's. You were a pioneer in Saint Paul, and you're meeting policewomen all over the nation, how was the experiences that you were having in Minnesota compared with what they're having in other countries?

DM: They were pioneers on different levels. Like I say, they still had them similar to us, policewomen, where women were allowed to do only certain things, and they were the same certain things, juveniles and sex. So, we were progressing in policing as the countries were progressing in letting women in to work. America progressed faster than some of these other countries, which was one of the reasons why there were some countries that it took us a while to get permission to go in and work with their women. But, yeah, it was real interesting, because the women were learning stuff and seeing stuff and, back then you didn't have a lot of people that had TVs in some of these foreign countries, so it's not like everybody knew what was happening all over, it was like closed countries.

KC: How did the women treat you, because you were different, you were doing more things than women in other departments were, but you wore a badge that said patrolman until 1985.

DM: I don't remember that.

KC: The City Charter changed the name May 6, 1974—so, before you were sworn-in, they changed the Charter to use the title police officer, but the name on the badge did not change until 1985, so for ten years you wore a patrolman badge.

DM: That's interesting to me, I don't even remember, although, I do have my badge.

KC: Because women sometimes can do strange things to other women, was there any animosity from the women that you were progressing to a new level [of police work]?

DM: You know, I don't think so. I was kind of an oddity all the way around because I was the only woman of color in IAWP. But when we traveled, all of these women that were there, they were of color, too, and so we kind of hit it off. I mean, we didn't have a problem.

We were in China, we get to some of the African countries, and then if you got to countries like Russia, where they may have had some people of color, it never fails, I don't care which country you went to, if you had people of color they were never at the top of the spectrum for economics or anything else, so. Depending on which way it was, if it was China or where there were women of color, they kind of wanted to talk to me. I had the personality that I was kind of really outgoing and liked to have fun, so they always liked to sit down and talk to me, and we had good exchanges.

And then on some of the other ones I would always ask—I always, I don't care where I travel and who I'm traveling with, I want to know do you have people of color and, if so, where are they and what do they do. And through interpreters, I would ask those questions, and try to find out where they were at. It never failed, because no matter which country we went to, most of the people of color, even the dark Chinese versus the light Chinese, the dark Africans versus the light Africans, depending on where you're at, South Africa. You sit here, you know, these people, the only difference was color of skin, but the darker they were still negative. They were always in the lower class.

For me, it opened my eyes to the disparity that was out there just because of the color of your skin, even in these other countries. So that was something that I had an opportunity to see worldwide and to try to talk to people. Part of the problem is I never knew what I was really getting because you had to go through interpreters, and the people that they assigned to talk to you are selling the government, whatever the government is, so you're getting a government's position versus getting the real – what's being said. I understood that, and I would always try, the best I could, try to get the real story from those that I could get a little bit of understanding. That was, like I say, when we went into Russia, they were just getting out of communism, so people weren't free to just talk to foreign visitors that were coming in. They'd kind of take you and show you some stuff and give you the sense.

KC: When you're going in, because I would imagine you're one of the women that's training on defense tactics and practice it here. Were the women in the other countries always embracing that or did they have any fears about stepping up, learning to be full officers?

DM: They had fears, they weren't just jumping to get to do this. They knew their government, and I don't know what they were told before we got there. There's a whole other story that happens when you go into one of these foreign countries, and it's after they get a chance to meet you. They're given guidelines where you're supposed to do this or you'll do this or you won't talk about this. It's afterwards, when you can get the friendship going, where you may get a chance to get to the real, who they are and what they're about and what's really going on over there.

They're cautious, you know, because they know you're leaving and they're still going to be there. I mean, you got that sense when you were talking to them, that here's how much that we can tell you or here's how much we can show you and stuff like that. For awhile we used to write to each other. Now, when you go to some of those countries, by the time they get the letter its been opened six times by six different people and read, so there was always that understanding that you never knew if your letter got to them or if what I got from them was actually them or somebody else wrote it. Like I say, this is back in the 1980s and '90s. It was just a time of change in this world. I remember seeing the Wall go down on TV and I'm thinking, you know, *we were there*. The Great Chinese Wall, we actually walked on the Great Chinese Wall, walked out

there. I actually rode an elephant right in front. I had my picture taken on an elephant right at the foot of the entrance of the Chinese Wall, the Great Wall. So, there were a lot of great experiences. I love traveling and meeting new people and listening to them and their cultures and trying to get an understanding. It was really interesting.

I was really blessed. I was very active, I had, up until, probably, the last four or five years, I hadn't missed a convention since 1976. I had been to all of the IAWP conventions. I went to the Minnesota Association of Women Police conventions, most of those are in Minnesota, but its similar because when you get to out-state Minnesota, where you kind of think you're in another country, too, if you're a person of color, and that's even today. It was just kind of interesting, because like I say, I got to Russia and China, England, we were in England, Australia, New Zealand, Africa, Scotland.

KC: Let's go back to Carolen Bailey.

How was she supportive? Did it help to have somebody taking you under the wing?

DM: Oh, sure. When I was in the academy and they were giving me a lot of grief, you know, my hair had always been short and so when I put the male hat on, people would always call me 'sir' when I'd stop a car and do traffic stops and that, and I got tired of that. So, I remember going and buying this wig.



Debbie Montgomery
c. 1975

[SPPD's former historian,] Kevin Reinke,²⁴ keeps asking me "Where is it?" I don't know where it is, I probably will find it in my basement one day when I go through stuff. It had a blonde streak up in the front of it, and it was longer so it came over my ears. At least with the hat on, it let people know that I was a girl. I remember when this happened while I was in FTO [Field Training] and the guys were complaining that I was wearing this wig. I remember Carolen was on her way to the FBI Academy for some training, and she had heard all about this, so she did some research while she was out there and came back and told the deputy chief, Don Blakely²⁵, she had said, "Listen, you guys, we just did research. There's nothing wrong with her wearing this wig, because if they snatch it, it's going to come off. So, it's not a safety issue, it's not. . ." she went down all the criteria that they were using on why I shouldn't wear this wig. She fought that battle. I didn't even know. I was in the academy. I didn't

²⁴ Kevin Reinke was appointed police officer October 26, 1986; promoted sergeant September 2001. He became department historian 1990.

²⁵Donald Blakely was appointed to the Saint Paul Park Police for four years then was appointed patrolman January 4, 1954; promoted to detective March 1, 1962; captain August 28, 1968; deputy chief December 26, 1970; and retired January 31, 1984.

know what was all going on, I'm just getting the grief from the guys that I'm wearing this thing.

Carolyn tells me to this day, she said, "I told them, if you make her take that wig off, I'm going to take her and I'm going to put her in front of a camera and I'm going to let the public look at this, and it will be embarrassing to you and this organization. There's no reason why she shouldn't be able to wear this wig, and I've got documentation from the FBI that says it's not a safety issue." I mean, Carolyn was feisty. So long story short, after that, it turned out that the men because of that action, were able to wear toupees. I mean, it was just so interesting, here they're fighting, fighting, fighting and in the final end of it, it's okay to wear a wig and the men now can wear toupees.

But that was Carolyn. Carolyn was always willing to take on a challenge. I mean, she would hear, because she had been there longer, and she had been into the system, so she would hear stuff before I would even hear it, and I didn't even know what was going on half the time 'cause I was just a rookie, and they don't tell us anything. And then being a woman and Black, we were already on the negative side, so, you know, it wasn't like we had anybody that was taking us under the wing and trying to tell us how to do stuff.

And then, I was on midnights. That's the interesting thing, because like I say, there were ten of us and we were in this court ordered class, but what they did was, they divided us up. We had three districts, we had three

shifts, and so you'd have three of us midnights in three different districts, three on afternoons in three different districts, three of us on days in three different districts, and then that other person would be somewhere. I think Clemmie²⁶ and McIntosh were up here on the Hill [Cathedral Hill area of the city].

At one point, and I think this is an issue, and I challenged {Deputy Chief} McCutcheon on this – I've got a map somewhere, I have to find it – because I went to him, and I said, "You have color coded the African American police officers on this job." And, so he said, "Well, what are you talking about?" I said, "Every African American police officer on this job has got a 1." I said, "Either they're 111, 211, 311, 411, 511, 611. . ." or if they were on days or afternoons, they'd have a 3 in the middle, so it would be 231, 131, 431, but they always had a 1. And all of the 1-cars were in the hot zones or what was considered the hot zones, so we were getting the rapid calls. What was so funny was, I had the map that showed this to him. He says, "That's not true, that's not true." So, anyway, then they started wanting to change our numbers, but I said, "You guys are tracking us." I mean, it was just little things that they did, and they just didn't figure that we'd figure this stuff out. I mean, those were some of things that went on, its interesting.

²⁶ Clemmie Howard Tucker was appointed police officer July 11, 1977; and retired October 31, 2001.

KC: And you stayed on nights about eleven years? At a point, is this by choice that it worked for your family life or you just weren't given the opportunity to move off nights?

DM: Well, it goes by seniority. We, actually, our class in 1975 came on just after - and this just happened in this last rotation here a few years ago - you know, you had the guys that had started the jobs and had come back from the war, so you had this whole group of guys that came on. Remember that we didn't hire {more officers} from '72 to '75, so now all of these guys that have been there getting seniority, when it came time to bid for a shift change, they moved to whatever shift they wanted, so we ended up on midnights. Two years after we came on, they had the court ordered women's class, and so when the seniority came, then they said - we had seniority, well, they wouldn't put the women on nights. So they'd move them and a lot of them got to go on afternoons and on days, while we were still on nights. I mean, this was a whole other issue that we had to deal with.

It got to the place where every bid card I turned in - if you could find the bid cards - every bid card I bid, I put days as my first choice. If I couldn't get days, I bid midnights, because afternoons wouldn't work 'cause I had four kids, and they were in school. So, I either had to have days or afternoons. I never got days, until after eleven years. Then when I finally had eleven years seniority, I got promoted, and they put me back on midnights as a supervisor! So it seemed to be a long time. Was it my choice to be on midnights? No, I'd have preferred days. I wasn't a night

person, I struggled to no end and I still am not a night person. So, I think that's how that went.

KC: So after eleven years, you took the sergeant's test?

DM: I had taken the sergeant's test four different times. I had passed three of them, but I never got promoted, for whatever reason, I don't know. So, finally, it was on the last time where I got a call telling me that I was gonna get promoted, and by this time, I had made up my mind I wasn't going to take another sergeant's exam. It was too much work and effort to do the studying and, you know, this was it. If I didn't pass it or anything, I wasn't going to take another exam.

KC: But you passed.

DM: I passed it, so then they ended up promoting me. But I had gone to the Chief, because I think my original number—I was 3 or 6, somewhere in there. I think I was #6 on the list. I forgot how many sergeants he was going to make, but he was going to jump somebody to get to me, because they could do that 1 in 3, so maybe they had three that they were going to hire, because we'd go down. Anyway, he was going to jump somebody, and I said, "Listen, if you're not going to make six sergeants, I'm not taking it, because I'm not going to put up with the harassment. I've had to live through this job long enough, but I'm not going to take this harassment of saying 'well, I got promoted and the two guys ahead of me didn't', so understand that." So, he ended up promoting everybody ahead of me the time I got promoted.

It was too much grief going through. "Well, you're getting special treatment." Trust me, I didn't get any special treatment.

KC: What were some of the things that they accused you of special treatment for?

DM: Oh, there was all kinds of stuff. I can't even remember exactly, but one of the big issues I had, when I was on midnights, I remember my husband was working a rotating shift out at 3M [Security], so he'd work one week of days, one week of afternoons and one week of midnights, and I was on straight midnights. His midnight shift was like, 12 to 8 and our midnight shift was 12 to 8. Well, one of us had to get home to get the kids off to school, and so I went in and asked for permission could I get my shift changed from 12:00 to 8:00 to 11:00 to 7:00. You'd a thought I asked to kill their first child, I mean, I was the only woman and they're sitting here and they're just . . .

Listen, I need to get my kids off, my husband's got a rotating shift, you know, I'll do whatever you want me to do, but I need to be home by 7:00 to get the kids prepared for school. When we had both me and Robert on the same shift, when his rotation came up on midnights, then I'd have to get my mom, my grandma to come over, or send the kids over to their house for her to get them up for school. That was a big deal. It wasn't so much that I wanted to start at 11:00 to 7:00, it was just I had to get my kids off.

You were asking about midnights, I was a terrible night person, 'cause after I got my kids off to school, I'd go to sleep. Well, if you had court, you had to be up for court at 9:00, so I'd hurry up and get the kids off to

school, lie down for an hour, get some sleep, take a shower, get dressed, go down to court. Or if it was an afternoon court, you know, I'd lie down, tell Robert depending on what shift he was on, or my mom, depending on what she was doing, to call me so I'd get up, so I could get dressed to go to court. But, I couldn't sleep all the way through. If I went to bed at 8:00, I'd wake up at noon, I mean, I just couldn't sleep, I couldn't get a full six or eight hours sleep. Then I couldn't go back to sleep. I'd get up, I'd eat something, I'd walk around, I'd look at TV, then I'd go back to sleep. Well, then I'd have to wake up when the kids came home, help them do their homework. If I had to get them to practice or do whatever, then I'd go back to sleep from, like, 7:00 to 10:00, then get up and shower and get dressed to go to work for 11:00, so it was always a split sleeping shift. That was really, really hard. I never, ever, I don't think I ever really got six hours of sleep anywhere in there.

KC: And you came on the job with four children.

DM: Yep. My youngest when I came on, Mark, was two and a-half years old. I had four kids in five years, so if you figure from two and a-half out. There was twenty-one months between the first and the second, twelve months between the second and the third, and twenty-one months between the third and the fourth, so you figure Mark was two and a-half when I started, so I had a bunch of babies.

KC: And you were working eight hour shifts, it wasn't the ten hours where you had three days off.

DM: Right. And the guys gave me a lot of grief on that, because I learned how to *work the system*. On midnights if you get held over, you get overtime for

court, and I learned early not to take the money, but to take the comp time. You have six and two, six and two, but then when you get to Friday off, you get a Friday, Saturday, Sunday and then when you got Saturday off, you get a Saturday, Sunday, Monday. Well, what I would always do, is I'd take my comp time and I'd take Thursday, Friday, Saturday, Sunday or if it was a Saturday, I'd take Friday, Saturday, Sunday, Monday, so I'd get four days off and I'd schedule, I mean, I was very organized. I'd put in my comp time, 'cause you always had to have your comp time, only so many people could get off, and so the guys gave me grief – "You're never here on the weekends, you're never." *Hey, listen, all I did was work the system, you know. Gave me four days off and I'm not trying to hurt you, 'cause you all had the same option to put your schedule together.*

The guy you need to interview on me is Kenny McIntosh, 'cause that guy, he was my best friend on the job and I'm telling you, he got to hear what the guys were saying, which is real interesting. He was always out there defending me 'cause these guys were just giving me grief. I hadn't done anything wrong, I just worked the system. He used to always say, "If there was anybody that knew how to work that calendar, it was you."

KC: Did he come on with you?

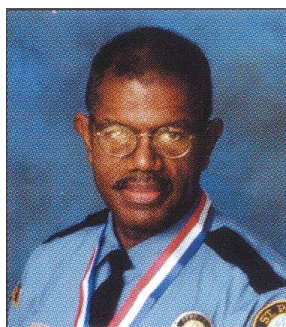
DM: He was one of the ten in the academy with me.

KC: Did the Black officers stick together from that academy?

DM: Yeah, pretty much. I was married, and most of them were married. The guy that I was probably the closest with on the academy was Kenny. Tony Blakey and I became real close, but he was always on afternoons, so

I never saw him that much, but Kenny was on midnights with me for the majority of the time, so I was pretty close with him.

When he shot and killed the guy downtown, I remember I got a call. To this day, I can't tell you who called me, and somebody said Kenny was involved in a shooting. They wake me up out of a dead sleep, and I'm calling downtown to find out what's going on but I can't get any answers. I finally call the Chief's office. *Somebody is going to tell me where is Kenny McIntosh, I want to talk to Kenny McIntosh and know that he's safe.* They're doing their interviews, and I'm raising hell on the phone. Finally somebody let Kenny come to the phone, and he said, "Yeah, I'm being interviewed by Internal Affairs and whoever else interviews you when you have these shootings. "I'm okay and I'll talk to you when I get done."



Sergeant Kenny McIntosh
1999

It's just a shock to kill somebody – and, he was really having some issues with it. They give you time off—three days off when you're involved in a shooting, while they're doing the investigation.

I remember the next day I'm calling him, I said, "Are you okay?" and I'm working, you know, "Are you okay? You want to go . . ." We used to go

to a movie in the middle of the day on our days that we were off – I said, “You want to go to a movie?” So, we went to a movie, then we went out and ate, and that’s all he could talk about. He’s second guessing himself on this shooting. When we’d go through what happened, I mean, the guy could see him in the mirror, so he knew where Kenny was ‘cause it was in a store that had all these mirrors around, and if he’d stepped out, this guy would have known where he was at and Kenny’s trying to find the guy. So, when we went through it and debriefed and everything, I just kind of reassured him - *you did the right thing, you did the only thing you could do.* That was the first time that I had went through that, ‘cause I literally, I mean, that’s all he could do was talk to me about it and try to say this is what happened, this is what happened. I had the blow-by-blow {account}, and I just said, *you did the right thing, you know.*

When any officer gets involved in a shooting now, they have this shooting team, guys that have been involved in it, and he was on that. Yeah, that was the first time—I literally lived that whole experience with him over and over again.

KC: About what year was this?

DM: It was December 1989, but Kenny could tell you more stories about things that were said about me, he was always defending me, always, constantly. Guys would be making lies up and he’d be on it.

KC: But what a good friend you were to listen to him debrief, your instincts were right in listening. We know to avoid PTSD that individuals have to

tell, retell and retell what happened, and that retelling is important, until you've dumped it all out.

DM: He was my best buddy on the job. We lived and breathed together, even though we weren't in the same area.

KC: When you became a street boss, what was that like? You were the first woman to be a street boss.

DM: Well, it was kind of interesting because one, you know, the guys didn't want to take anything from you. But the other thing was probably more interesting, I got promoted, and when they promoted me, they kept me with the same group of guys that I had worked with. Usually you get transferred somewhere, but they left me in the same team with the guys I worked with, which isn't the best thing to do when you promote somebody. Because we know each other quite a bit and you assume there are some friendships there. But it was kind of interesting.

Then to be on midnights as a supervisor, most of the time on midnights all I ever ran into were drunks, derelicts and dopers. That's the kind of clientele that we were dealing with. Like I say, the prime time that I was on midnights, I don't think I ever stopped a guy on his way, or a woman on his way or her way, to or from work. You always got one of the three that I named. So you're trying to make sure when you have roll call, you've got to make sure that you tell them, *hey, listen, these are the things that I've got to evaluate you on. Make sure you get out there and you do your policing, make sure you get out there, if you see any violations, that you're tagging, you know, do active patrol. If you see somebody walking, stop and talk*

to them, that's the community policing piece, you know, find out what they're out there for, what's going on. Is there something you can do to help them?

So, in a way, I was kind of like a mother figure, trying to help them through the system so that this is what's going to keep me, keep you out of trouble and keep me so that I can do a good job while I'm on probation. I think the best thing that was out there then was Frank Foster²⁷, who was one of the senior officers. He was a midnight supervisor and worked midnights almost all of his career until Corky [Finney] was Chief, and he asked him to come on days to start the motorcycle unit. He put together the motorcycle unit [in 1998].

Sgt Frank Foster



Frank Foster
1984

Frank was great, because he was a military guy. He had been in the military, he was in the National Guard, and he was the esprit de corps. He was over the Honor Guard, he started the Honor Guard and got the uniforms put together, so it was really nice for him to be there.

²⁷ Frank Samuel Foster was appointed patrolman May 22, 1972; promoted to sergeant May 4, 1989; retired August 30, 2002, and passed August 2007.

Because if something really big happened, he would always call and say, "Do you need any help?" And, I'd say, "Well, if you got a minute, you can slide over here and see if I missed anything." He kind of knew all that paramilitary stuff, and he understood the rules of the Department, so he was really helpful to all the other sergeants, young sergeants, that were on midnights, 'cause most of them ended up on midnights somewhere if you didn't get put inside.

Frank was the guy that kind of tutored all of us on how do you handle a crime scene. You might miss something, and he'd always say, "Well, did you do this?" Or if you had a real bad accident, he was always there, so he was really helpful to me when I was a street boss, especially a young one on the street. Even when I had more time on the street as a supervisor, he was there because he had a lot of experience in trying to make sure we did everything right, dotted all the i's, cross all the t's, made sure the guys had done what they were supposed to do, so that was helpful.

KC: You'd been on the force for six years is in 1981, when Dude O'Brien²⁸ was killed in the car accident.

DM: It was really hard. We wanted to know what happened. I remember the funeral. That was the first funeral that I had to attend, and it was really emotional to see his kids and his wife Joan.

²⁸ John J. "Dude" O'Brien was appointed patrolman October 26, 1971, and fatally injured when his patrol car was struck by a vehicle that had fled another patrol car April 16, 1981.

KC: In 1994, you were Assistant Commissioner of Public Safety when two of Saint Paul's officers were killed, [Tim] Jones²⁹ and [Ron] Ryan³⁰.

DM: Yes, and Timmy [Jones] and I were partners on Rice Street for awhile. I mean, he used to always give me crap. Timmy Jones, and his wife, Roxie, we knew each other. In fact, when he was killed, I remember calling Roxie, and she was just so glad that I had called. I know these guys went home, and they talked their wives. I have no idea what they told them, but these wives knew me about as well as anybody, I mean, even when I hadn't met them, they knew more about me because these guy were coming home and—"Debbie did this or Debbie did that."

Timmy used to always give me crap. That's when we had McDonough [Housing Project] and then we went over to the east side just across {highway} 35 and those apartment buildings over there. We had a guy that was in there, and he had a girl that was hostage. It was up on the second floor. I remember Timmy, we're standing down there and somebody needed to get up to the second floor balcony to try to get into this apartment. We find something for Timmy to climb up there and he says, "Well, there's no need me asking you to go up there, so I better go up there." And I said, "Well, I can climb up there." "Ah, never mind, you stay down here in case they come out." I mean, it was just funny. Those

²⁹ Timothy J. Jones was appointed police officer October 31, 1978; fatally injured by gunfire while searching for the suspect in Officer Ron Ryan's murder August 26, 1994.

³⁰ Ronald Michael Ryan, Jr. was appointed police officer January 23, 1993; fatally injured by gunfire while responding to a "slumper" call August 26, 1994.

were some of the things. Like I said, those are the stories that these guys went home and told their wives all the time. Timmy and Cal [Ross]³¹ gave me nothing but grief when I was out there.

KC: It sounds like friendly, loveable grief.

DM: Oh, yeah, but when you're young, you don't realize that at the time, but you kind of grow into it and then you laugh, later, after it's over. We had some good times.

KC: What's that like, losing a partner?

DM: It's rough. It's rough, yeah. I mean, that was real hard with Timmy because you worked with these guys. They're there with you every night. I knew Roxie and his kids. I knew him, what do you say? As a mother and as a woman, you're sitting here and your heart's just bleeding for his family. You're sorry you've lost a partner, but just think that she's lost her husband, they've lost their father, the total impact that it's going to have on this family for the rest of their lives.

Even to this day when we do police memorials and Roxie sees me, she says, "God, do I remember those days." It's just, like I say, you become part of the family. It's real hard, it's real hard.

When Jones and Ryan got killed, I got the call and I was the Assistant Commissioner of Public Safety. I forget who called from the Department,

³¹ Calvin Thomas Ross was appointed police officer July 11, 1977; and discharged September 13, 1985.

but Ron [Ryan Sr.³²] and his wife were up at their cabin up north and somebody called and said, “Debbie, can you help us get Ron and Kelly back down here?” I said, “Sure, where are they at?” And, so they told me where they were. I had a State Trooper squad dispatched to go up there and locate them and to give the notification, and we sent the State Patrol helicopter up to bring them back. To this day, Ron tells me he can’t thank me enough, and the Department said they can’t thank me enough. There would be some people that would think that may or may not have been appropriate use of State resources, but there was no way that I was going to have a fellow officer, whose kid got shot in the line of duty, and not get him and his family back down here in the most timely fashion, so that they could be there, so that’s what I did.

We had a helicopter down here and we had a helicopter in Brainerd – we sent the helicopter from Brainerd over to pick them up and to fly them back down here.

KC: Did you stand in formation with the officers of the Department at those funerals?

DM: Yes I did. I was at every one of them.

KC: What’s it like standing in formation with a partner that has been killed?

DM: It’s very emotional, and it’s just draining. I mean, you’re standing there, you see the family, you see your fellow officers, it’s a family, it’s not just that immediate family, it is your family. Your brother or sister has just

³² Ronald Michael Ryan, Sr. was appointed patrolman June 26, 1968; promoted to sergeant May 8, 1972; lieutenant March 30, 1990; commander January 1, 2000; and retired April 29, 2005.

been killed, and it's just very stressful. I can tell you, that was a stressful day. That was probably one of the biggest funerals that there had ever been around there. The whole city was grieving. The state was grieving. Like I say, we had the State Patrol involved and, as you know, all of the departments send people.

Our contingent at that time, I was the Assistant Commissioner, we had one of the largest contingents of State Troopers that showed up for that funeral. The one thing I've got to say about State Patrol, boy when they come in their dress uniforms and they're up, their esprit de corps is – it's there, and they're very professional. That was a real tough funeral.

The State Patrol actually helped us to make sure that we had all of the stuff, everybody's blouses right. Everybody knew how to step, I mean, they were really on top of it.

KC: You're Assistant Commissioner of Public Safety for the State of Minnesota. How did that come into place – [end of recording.]

KC: You're Assistant Commissioner of Public Safety for the State of Minnesota, how did that come into about? Who made the call and invited you to move into state government?

DM: That's kind of interesting. I had worked with Ken Erkhart and a bunch of troopers. They worked midnights, I worked midnights, so we'd kind of run into each other, especially if there was an accident on the freeway or if there was a bad accident up on the city, just off the freeway, and they'd

come over. These guys are traffic experts. They'd map it out for us, if it was a slow night, and help us handle an accident. If there was a chase, the State trooper's cars have bumpers on, so they can ram. We could never ram, but if the trooper's were there, they could ram for us. So, we got to be really good friends, and at coffee we got to know each other.

Arnie Carlson³³ was elected governor [in 1990]. Ken Erkhart and others had known me from the street. Carlson and he were putting his cabinet together. The troopers are really close to the governor, because he always has a trooper as a driver. So, Ken told me his friend, Pete was one of the people that was working out of the governor's office, and they told the Governor, "Say, we know this woman cop who has degrees and, she's smart. We think she'd be a great addition to your cabinet."

I remember getting invited to lunch. Ken called me one day and said, "Hey, Debbie, let's go to lunch." He didn't tell me why we're going to lunch. Waking me up in the middle of the day wasn't my idea of fun. He said, "We're going down to the Embassy Suites for lunch." I hadn't been down to the Embassy Suites for lunch. I get up, I got on some sweats, and we're at the Embassy Suites.

I come in, and there's a room of about seven white guys in suits that look like they're \$1,000. They're dressed to kill. Ken's introducing me to these guys and said, "This is Debbie Montgomery. She's a Saint Paul cop, she

³³ Arnold Carlson (September 24, 1934) served as the 37th governor of the State of Minnesota from 1991-1999 with a Republican affiliation.

works midnights, she's got a masters in Urban Planning and she's got a masters in Police Administration." He's telling them all this stuff, and I'm sitting there thinking, *yeah, so what's all this all about?* These guys are asking me various questions. The next thing I know, I get another call, and Ken says again, "Hey, listen, let's go to lunch." I said, "Man, you are wearing me out, now why are we gonna go to lunch?" I said "Last time you took me to lunch, you had all these guys with these suits on." So, he takes me over to a restaurant, the one that was right on the corner of University and Farrington avenues. It was the old fashioned '50's restaurant.

I go in there, and I meet this guy named Ralph Church. He used to be a colonel or a major at the State Patrol, and Arnie Carlson appointed him as the Commissioner of Public Safety. So here I am with Church and Ken and this other guy. We meet each other, and they're holding this discussion, then Church says, "Well, the Governor said I gotta get you to be his Assistant Commissioner." I'm looking at this guy, like, *who are you? I don't know you, I don't know the Governor, and I don't know anything about Assistant Commissioner.* Then I'm looking at Ken, thinking, *you know what, you and I are gonna talk, 'cause you are pushing me to the max over here.* [Chuckles] So, anyway this guy says, "Would you be Assistant Commissioner of Public Safety?" I said, "No, I don't know you, I don't know the Governor, I don't want to be anything." You know, I'm just trying to get my job done.

KC: You're a good democrat girl, and Carlson is a Republican?

DM: Yeah, well, I didn't know anything about that – I wasn't even into the politics of it. I didn't know this guy. At that time, I think Corky [Finney] was Administrative Assistant to McCutcheon, who was the chief, and I said to Corky, "Corky, this guy, this white guy came up to me, he said he's the Commissioner of Public Safety and the Governor wants me to be the Assistant Commissioner of Public Safety. I told them no." Corky said, "Well, maybe you should talk to McCutcheon." And I said, "Well, I don't know."



Lt. Bill Finney
1984

Anyway, I get this call from Church again, and he said, "The Governor says I got to get you as the Assistant Commissioner." He says, "Why don't you go talk to your Chief." So, I go back and told Corky that they want me to talk to the Chief." So Corky said, "Well, let me get the Chief out here." McCutcheon comes over to Corky's office, and Corky says to Chief, McCutcheon, "The Governor said he wants Debbie to be Assistant Commissioner of Public Safety."

I remember McCutcheon and I didn't always see eye-to-eye, and we used to have spirited discussions. He jumps up, and he says, "Debbie, it's good for you, it's good for the State, and it's good for the City." I said, "Chief, you ain't said that much good about me since I've been here, now, are you trying to get rid of me? What's goin' on here?" Come on, work with me a little bit on this thing?" The chief said, "Debbie, it's good for you, it's good for the city. . ."



Chief William McCutcheon
1983

Then I got into the discussion. At that time I had sixteen years on the job, and you needed twenty to get a pension. I said, "I am not giving up my pension to take four years on an appointed job." McCutcheon said, and I quote, "I sent three white men up there, I can send you too." I said, "What? What are you talking about?" He said, "I can send you up there on an intergovernmental mobility." *So, what does that mean?* Well, that means that you're still a city employee on loan to the state, so your check still comes through here, so it doesn't mess up your pension. He had sent Timmy Erickson³⁴, Carl Swanback³⁵, and Mark Shields³⁶ up there on intergovernmental exchanges.

Anyway, after much discussion and consternation, I agreed to go up there on an intergovernmental mobility. The interesting thing is that when I got up there—they do it as contract—there was something about my contract where I kind of got screwed, I can't remember all the details right now.

³⁴ Timothy Eugene Erickson was appointed patrolman May 5, 1969; promoted to sergeant October 10, 1973; and retired July 6, 1989.

³⁵ Carl Russell Schwanbeck was appointed patrolman May 22, 1972; promoted sergeant July, 7, 1983; retired January 31, 1999.

³⁶ Mark K. Shields was appointed patrolman January 23, 1971; appointed sergeant November 5, 1977; and resigned March 24, 1978.

I remember when Ted Brown³⁷ had gotten a job in Washington County Sheriff's Department, he had already completed his time, so he could leave [and still be eligible for his pension], but he wanted to keep his time accumulating. Ted asked to see my contract to determine what had happened over the four years that I was gone. I was showing him some of the deficiencies that were in my contract, so then he made sure that he got some of the stuff that wasn't in my contract. Later somebody else called when they also got an intergovernmental mobility somewhere, and they did the same thing. They looked at my and Ted's contract, and we did theirs. Everybody was doing these contracts, 'cause I had started this contract deal and I didn't trust anybody.

I wasn't going to lose my pension. I had been through too much on this Department, and there was no way that I was going to say that this is good for all of us, when the Chief ain't said anything good about me in awhile, so. [Laughter]

KC: How many years were you at the state?

DM: I was there for eight years. I was the only one that got appointed, 1-1 of 1991 and I left in, actually left, 1-31 of 1998. So I was there for both of his terms. While I was there, they had gone through four commissioners, four deputy commissioners and three other assistant commissioners. I

³⁷ Theodore Phillip Brown was appointed patrolman March 4, 1968; promoted to sergeant May 6, 1972; lieutenant December 15, 1976; captain November 16, 1982; acting deputy chief April 11, 1983; return to Captain December 10, 1983; acting deputy chief July 20, 1986; return to captain August 16, 1992; title change to commander November 24, 1992; acting deputy chief January 4, 1997; return to Commander April 10, 1999; retired July 2, 1999.

was the only one that was there from the beginning of his term Arnold Carlson] to, for all intents and purposes, the end of it, even though it went to the end of the year.

When I was at the State, I was the Assistant Commissioner over the budget since my background was in finance. I had been a budget analyst at the City and a grants and aids specialist, so they had me over the budget and human resources.

During the time I was there, I made sure that they had done affirmative action to get more diversity on the State Patrol, assigned Bob King as the EEO Officer, and hired Billy Collins as the Director of Drug Policy. Billy didn't even want to go work there. We had all these Ph.D. people that interviewed for the job, and Billy had the best experience as far as grants. That's what this was about, handing out grants to local police departments. One of his short suits, was being able to deal with police and, especially, out-state police. He was an African American male, and I knew that that was a shortcoming.

So in the meantime, Mort Bostrom³⁸, Dan Vannelli³⁹, and I had been friends on the Department and used to have coffee together.

³⁸ Warren "Mort" Rollin Bostrom was appointed patrolman September 22, 1968; promoted to sergeant September 12, 1977; leave of absence January 21, 1995 to January 20, 1996; retired November 30, 1999.

³⁹ Daniel J. Vannelli was appointed patrolman April 1, 1968; promoted to sergeant October 10, 1973; acting lieutenant July 26, 1992; return to sergeant January 10, 1993; acting lieutenant April

Sgt. Mort Bostrom
1984



His brother [Dan Bostrom]⁴⁰ had retired. He was kind of working on and off at different stuff. I asked Mort what Dan was doing and I told him that



Sgt Dan Bostrom
1984



Billy Collins
2005

I needed Dan to come to work for me at the State. Now, Mort and I got along really well. Dan is the conservative one of the group. I remember saying to Mort, “I need Dan to help Billy to go out and talk to cops.” ‘Cause one, they need a cop to talk to them and two, they need a white cop . Dan is smooth, and by this time he had been on the school board. Mort gave me Dan’s number, and I called Dan. Like I say, I wasn’t real close to Dan, I was closer to Mort and Mort’s the wild one of the crew. I remember Mort telling me that Rosie [Bostrom] called him and said, “What does she want him for?” It was so funny, it was a subversive thing going on. I remember saying, “I don’t want anything. Dan has skills that I need to make the office of Drug Policy work and to work with this guy that knows how to do these grants and stuff. Together, we can make this Division work.” It turns out, Dan ends up coming to work and had the greatest time of his life. He got to drive all over the state, meet cops, talk to cops, and that’s Dan, Mr.

29, 1995; return to sergeant May 20, 1995; acting lieutenant May 4, 1996; return to sergeant August 31, 1996; retired as sergeant November 30, 1999.

⁴⁰ M. Daniel Bostrom was appointed patrolman March 2, 1964; promoted to sergeant February 29, 1968; retired November 30, 1990. Elected to the Saint Paul City Council in 1996

Diplomacy. He'd work over all the things, and Billy would do the grants and stuff. To this day, Billy and Muriel [Collins] and Dan and Rosie [Bostrom] are like this [holds up hand with fingers crossed]. I mean, they're just tight. It was just so funny. I didn't pick people for political payback, as some people do. I saw where there was a deficiency and saw somebody that could fit that hole, and put them in there to fill it out, so we can make the whole system work.

I tried to do that throughout. Somebody had brought to my attention that when I got to the State Department of Public Safety, there were, I think, eighteen or twenty-one different divisions. Anything that didn't have a home got thrown into Public Safety. Crime victims, drug policy, gambling control, alcohol, pipeline safety, fire marshal, the State Patrol, BCA, so to try to manage all these groups that didn't truly tie together was just a really interesting dynamic. The one thing I did was I brought more people of color to work in the Department of Public Safety than had ever been in the Department of Public Safety before. From my understanding, still, today, they are exposing them to folks who had skills and talents that nobody had actually gone out and tried to bring to the table before.

KC: Were you the first woman of color to be an assistant commissioner?

DM: Rhina McManus was there before me, but after Rhina that's when I came in. When I was there, they got Carolen Bailey in. So, you talk about this network, it's who you know and how you put the pieces together. Carolen was the Assistant Commissioner, and she was actually dealing

with the legislative piece. She'd go and kind of smooze these legislators and stuff.

Carolyn and I worked together and, like you say, you start to put pieces together. You learn to know people, where their strengths are, and you just put them in there. I mean, that's how I operate, it's not political, it's not, *what are you gonna do for me?* It's how are we gonna provide the best services to the residents of Minnesota so that we can have a quality administration. That's how I operated that department. I didn't care if you were a republican or a democrat or anything, and I didn't care if you were a man or a woman. It mattered only if you had the skills that were going to help us to make this dysfunctional department become functional and be able to relate to the multitude of services that we had to distribute, because there's no other department in the State of Minnesota that touches the people's lives more than the Department of Public Safety. Driver Vehicle Services, if you want a new driver's license or if you want a license plate, you have to go through Public Safety. It's the department that touches everybody's life in some way or form.

So, I have to honestly say that while I was there, people would say, and to this day, people will say – *well, you're a republican* – listen, I did not know [Governor] Arnie Carlson, I told you that in the beginning of this. I didn't know who he was, I didn't know what he was. I have now since learned the guy started out as a democrat, went to republican and to this day, I guess, they consider him a moderate, so it's not like he was to the far right

or anything like that. When he left, we had a budget surplus. He actually managed the budget, and the guy's extremely bright. If you remember, he was dyslexic or something. He went to this private school in New York because he had a learning disability. They had done studies on that. Was I close to him? I wasn't the one that went and sat in the cabinet meetings, that was the commissioner and then we got the directive back.

For me, I started out with Ralph Church, he lasted nine months, then I had Jack Nelson, he was the interim, then I had Tom Frost, he lasted about four months, and then we had Michael Jordon and he lasted, probably three or four years, somewhere in there, and then we had Don Davis. Jack Nelson, had Rhina in there as an Assistance Commissioner at one point, and had Dick Carlquist as a Deputy Commissioner, who I love dearly, he was great. Then Don Davis was a Deputy Commissioner before they made him the Commissioner. Deputy and Assistant Commissioners, we went through them like they were water, I mean, they just kept changing.

KC: But you stuck it out?

DM: Yeah, and I had one trooper – to show you the disrespect. I just talked to you earlier about how the paramilitary and esprit de corps is of the troopers. I had one trooper, I don't know where I was at, and he came up to me and said, "Well, the only reason you're still here is 'cause you're Black and a woman." I looked at him, and I said, "Let me tell you something, the only reason I'm still here is 'cause I'm doing my fucking job. [Hits table] And while you're at it, let me get that badge number so I can report you to the Colonel for being disrespectful to the Assistant

Commissioner.” Shouldn’t have that on the tape, but that’s what I told him.

KC: But that’s the stuff that you had to put up with.

DM: Yep.

KC: Did you experience that a lot to your face or was there just more the undercurrent of disrespect?

DM: A combination thereof. I mean, white people in Minnesota, I don’t care where they’re at, they don’t have any problem trying to tell Black people how they feel, especially, when you get into the legal area. Cops just say what they want to say anyway. Those folks that were brazen enough would say it to your face and, in fact, I actually liked the ones that would say it to your face ‘cause at least you knew where they were coming from. It’s the ones that did it behind your back and are undercutting you that you never knew where it was coming from nor did you know what the direct issue was. That goes on continually.

KC: And while you were at the state you took the lieutenant’s test in Saint Paul. So you knew you were going to be coming back?

DM: Right, and I passed that.

KC: Debbie, you go back to the Department after eight years. You left as a sergeant and recently passed the lieutenant’s test. You’re put into Juvenile Division, then the ranks change, and you later become a commander in Juvenile,

KC: Did you ask to go to Juvenile or was that just where Chief Finney put you?

DM: No, he asked me where I wanted to go. I had been away so long that I didn’t have any idea. I said, “Well, you know I’m interested in kids,

Juvenile would be fine, but wherever you want to put me is fine.” I think it was a combination of choices, between me and him that I’d go to Juvenile. I had been Officer Friendly, I had been in the schools, I had worked with juveniles in after school programs, I mean there was kind of an interest there. He could have put me anywhere. You’re gone eight years, you come back, it’s not like, *hey, I want to go here*, at least in my mind it wasn’t there.

KC: Have things changed towards women in the eight years you were at the state?

DM: I don’t know, I don’t think so. It was kind of interesting because when I came back I was a lieutenant under Captain Mike McGinn. Juvenile is kind of – it’s an isolated department, I mean, it’s one of those units that nobody wants to spend a lot of time with and you’re constantly trying to let the rest of the world know, i.e. the Department, that we need to be the go-to unit. I mean, we’re the ones that, we’re talking to these kids every day, these kids are telling us what’s going on in their homes, these kids are telling us what’s going on, on the streets. A lot of the crime that was being done was juvenile crime, so it was just kind of an interesting thing.

We worked, I think our shifts were, I don’t know if it was 7:00 to 3:00 or 8:00 to 4:00, and then you had a 3:00 shift that came on and worked until 11:00. In fact, we, the Juvenile Unit, at nighttime were probably the only unit that was there, most of the other units got out of there by 9:00, and we were there until 11:00. Usually, there was a late arrest and it was a kid or somebody that was curfew or truant. Mainly curfew and they’d bring

them in and then you had to process them through. I say that because, if you notice, when I came back the Juvenile Unit in the old Police Department, it was on the outside of the bullet proof glass office for the guy that's the desk officer. Now, here's a guy behind bullet proof glass and, yet, the Juvenile office is still wide open. We're on the outside of the bullet proof glass.

When I went back I had to get back into doing police work and get up to speed on juvenile issues, and I was the lieutenant over the investigative piece. The commander had the school resource officers and the missing persons, but I had the day-to-day operations over the investigative piece. We started getting in the Juvenile Unit some women supervisors. When I came back, I don't know that there were any women or there was one woman, Jane Laurence⁴¹, maybe, in the Juvenile Unit.

KC: What job on the Department did you enjoy the most?

DM: You know, they were all okay. I like dealing with people, and I'm a people person. I like to deal with issues and trying to solve issues. I like patrol, I liked being out on the street. If you talk to any cop, they'll tell you the best job on the Department is being a street officer. I mean, you're your own boss, you're out there, you're patrolling your area, if you're doing your job right, you know your citizens, and you just got more freedom.

⁴¹ Jane Laurence was appointed police officer March 20, 1989; promoted acting sergeant January 18, 1997; sergeant May 17, 1997; acting commander April 15, 2006; returned to sergeant December 2, 2006.

I liked Juvenile. I did some creative things. I got to handpick investigators. I tried to pick – because there was so much racial tension out in the neighborhoods where people thought, and a lot of it had to do with kids, that officers weren't treating the kids of color good. I handpicked sergeants, investigators in the units, so that they would, at least try to work with the kids and the families and try to deal with the issues that were brought in and be open to them. I did the same with the school resource officers. Nobody, I mean it was, nobody wanted to work in Juvenile because they were *kiddie cops*, so they thought, *this ain't doing real police work*. I had to change the whole mentality to let them know that if you really worked this job and really got to know these young people, you'd find out a lot about their families and their living experiences and who are the people that are out on the streets doing what. Once you built that trust up, it wasn't like they were squealing on somebody, you wanted to let them know that they were going to be a good productive citizen and that you were there not to gather just information, but to try to help them pull their lives together and turn them onto resources. I look today at our sergeants that are out there like Paul Iovino⁴².

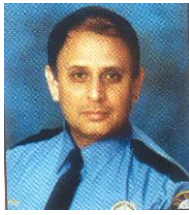


KC: He is Commander of Juvenile now.

Sgt. Paul Iovino
1999

⁴² Paul Joseph (Lewsader) Iovino was appointed police officer November 13, 1995; promoted acting sergeant December 2, 2000; returned to police officer January 22, 2001; promoted to sergeant January 23, 2001; commander November 18, 2006.

DM: Yeah. I sit here and I look at Pete Bravo⁴³, these are people who really



Pete Bravo
1999

cared about doing community service and public service, and they wanted to work on trying to solve problems. To be able to work with families and young people and help them get their lives together, that's why I liked Juvenile. In Juvenile, you're responsible to somebody, you have a boss who tells you what shift you're going to work and what assignments you're going to work on.

KC: The name or concept of *Community Policing* was taught and promoted during your tenure. Did that make a difference in how you policed?

DM You know what, I grew up in Rondo⁴⁴ and that was back in the old days, and Skally⁴⁵ was our cop that worked Rondo. I mean, there's not a kid that grew up during my era that didn't know Skally. Here's this man who's at least 6' 7." I don't know how big he was, he was as big as anything I had ever known. Yet, here's a guy, you talk about community policing, this is what he was about. I mean, he was a big guy, he walked the streets, he drove, he did the beats, but he knew everybody on his beat. He knew everybody, he didn't care about color, shape, size you were, he

⁴³ Peter Alfonso Bravo was appointed police Officer July 11, 1977; promoted to acting sergeant January 25, 2003; return to police officer February 1, 2003.

⁴⁴ Between 1850s and 1960, the Rondo neighborhood was a dynamic, diverse Saint Paul neighborhood whose borders were Lexington and Rice and University and Marshall. Rondo was home to most the Saint Paul's Black community. It was cut in half when highway I-94 was built through Rondo Street, the neighborhood's major business street, home to the majority of Black owned businesses.

⁴⁵ William F. Skally was appointed reserve patrolman March 10, 1941; patrolman full-time August 16, 1941; and retired June 4, 1973.

knew everybody. He knew where your families were, he knew about your families. In the Black community he was the guy.

I had a brother, my youngest brother, who kind of liked stealing cars, I guess, I don't know where he went astray. People knew that when Skally came to your door, your kid had already had two chances, and it's on the third one when he's at your door. There weren't a lot of African American families where Skally, as big as he was, came and knocked on the door and said, I got to take Dale downtown or Billy downtown, then you knew that they had had two chances. He had no problem taking you and trying to take you behind Field's Drug⁴⁶ to try to get some sense put into you so you would understand that, *hey listen, you need to get your life together*.

This is the same guy that when I was a school police at J J Hill⁴⁷ standing on Marshall and Oxford in the dead of winter and snow up to the yin yang, and I'm standing out there and I don't have any boots on, and he comes by and pulls up in his squad car and he's watching the school police and he says, "Where's your boots, young lady?" And I said, "Well, I don't have any." And he said, "Well, what size shoe you wear?" And you'd tell him what size shoe you wear. By the time you came back out at

⁴⁶ Lafayette Field's Pharmacy/Majestic Drugs was located 626 Rondo at Dale. Later it relocated to 542 Rondo, between Mackubin and Kent.

⁴⁷ J. J. Hill School was originally built in 1905 at Selby, Hague, Chatsworth, and Oxford. The school housed kindergarten through 8th grade. This building was torn down and a new building built in 1974 for J. J. Hill Elementary School. Currently, the building serves as Montessori School for four year olds through sixth grade.

lunchtime to do school patrol, he said, "Here, put these on, and I don't want to see you out here without these boots on." Now, this is a guy that worked, truly did community policing, and that's one of the things that impressed me in my life.

So, when you say that when I came on community policing was there, I saw community policing before people figured out what community policing was as a word or a description. A lot of people in the Rondo neighborhood had an opportunity to experience that with the old time coppers, and it was the new coppers that were coming into community policing and learning your community and working and seeing needs, and how you make it work. Like you say, my old partner Timmy Bradley, he's about community policing. This guy came – his dad was a cop as you know. I remember working with him. Tim has been a community police cop even before we started talking about community policing. I saw community police long before I got there. It's just how people truly worked their police beat, and how they truly engaged with their communities.

KC: In the thirty years that you were with the Police Department, what are the most significant changes you saw?

DM: It's kind of nice that they opened up and allowed officers to have some input. I mean, I think the leadership got to the place where they actually let the little guy say, *hey, listen, this is some of the stuff that's happening out there and maybe if we did this...* It used to be top down management, and somebody somewhere along the line figured out that maybe if you asked

the officers that are on the street, there may be something that they know that you haven't seen in whatever book you read or whatever you were trying to study. It's a two-way street, when you're dealing with the public today and with technology and with the criminals and everything that's out there. We [police] get to see stuff, especially the officers on the street that others don't see all the time. You may not see it, if you're on the inside, you don't have that contact, you may hear about it, but to get a real sense, it's getting input from those guys on the street. Also, I think one of the things that actually got better during the period of time was more training. Before there were only a select few that could get to go to conferences, workshops, and trainings. A lot of people didn't attend to get educated or if they had an interest in an area. The Department didn't always have the money to go to the training.

With the addition of the POST Board⁴⁸ that required education, more interest was created in learning new things. I asked for the time to go to training. I know I used that a lot. I would always ask to go to a conference. When there was no budget balance, I could kind of look at the budget and figure out *well, there's no money here* or call up Finance and find

⁴⁸ The Minnesota legislature created the Minnesota Peace Officer Training Board (MPOTB) in 1967 to regulating the practice of law enforcement. In 1977 several legislative amendments were added to create Minnesota Board of Peace Officer Standards and Training (POST Board) and the first law enforcement occupational licensing system in the USA. This system established law enforcement licensing and training requirements and set standards for law enforcement agencies and officers. Minnesota officers are required to have a two year degree and 48 CEU —continuing education credits every three years.

out how much money was in training, then determine that *hey, here's a class I want to go to and if you just give me the time, I'll pay for it*. I tell people that, to this day, if they tell you budgets are tight, if they tell you they don't have any money, just ask them to give you the time, 'cause you get to take it off in your taxes as job related training. A lot of people didn't get that, so it's just trying to stay in tune and stay up on this stuff. I think that's a piece that has changed, and people are now looking to try to expand their knowledge and their interests, the things that they're interested in.



Lt. Rick Anderson
1999

We got Rick Anderson⁴⁹, who was over the crime net, the computer crime. Rick is a guy that knew a little bit about computers when he went in there, then the next thing you know, he becomes a guru of computer crime. Then we bring in Brook Schaub⁵⁰, who had few interpersonal skills, but, boy was he a whippie – I just saw his picture on the front cover of the International Association of the Chief's of Police. He's still doing consulting on internet crime. When the guy was dealing with people, it was a whole different story, but boy I'll tell you, he can work those computers. So, it's trying to identify the strengths of each one of us and trying to get those strengths to

⁴⁹ Richard Autrey Anderson was appointed police officer November 1, 1980; promoted sergeant January 8, 1995; acting lieutenant December 11, 1999; commander January 1, 2000; returned to sergeant February 5, 2000; promoted to commander July 22, 2000; retired November 30, 2005.

⁵⁰ Brook Thomas Schaub was appointed police officer February 23, 1980; promoted to sergeant February 1, 1984; acting lieutenant July 3, 1999; return to sergeant January 29, 2003; retired May 30, 2003. Since retirement Schaub is a consultant to the National Center for Missing and Exploited Children, Team Adam Program and Project Alert, and has taught around the world for internet crimes against children, protecting juvenile victims of prostitution and computer forensics.

help us move, not only that individual along, but bring those skills so it moves the Department along.

KC: And then you left the Department, you ran for City Council, you were the first Black woman to have been elected to Saint Paul's City Council and were instrumental in the appointment of our current chief, John Harrington.⁵¹

DM Yeah, that was interesting. I knew all five of the finalists. I knew the strengths and weaknesses of all of them. I just saw that John would be the best one for it. The mayor at the time [Randy Kelly⁵²] had his own agenda. He knew who he wanted. I knew that that person wasn't what we needed at that time, not that he wasn't a good person, but what we needed for the



Chief John Harrington
and Councilperson
Debbie Montgomery
2007

⁵¹ John Mark Harrington was appointed police officer July 11, 1977; promoted to sergeant September 7, 1983; acting lieutenant January 4, 1997; lieutenant November 1, 1997; commander January 1, 2000; senior commander July 1, 2000 ; assistant chief May 8, 2004; chief July 1, 2004; retired 2010.

⁵² Randy Kelly was Saint Paul Mayor 2001- 2005

issues that were going on in this city, I felt that John had the skills and talent to do it. It had absolutely nothing to do with the fact he was Black. A lot of folks think, immediately if you're Black and you recommend a Black person, that you're just pushing Black. It had nothing to do with Black. It had to do with who was the most qualified to bring the skills necessary to move our Department forward for the residents. I felt John was the guy that could do that. It was very interesting 'cause as a city councilperson, we got to recommend people to be on the committee, and I tried to do my best to make sure that the people that got on there had the same values and views that I had to try to find leadership. Then when the mayor decided that he was going to appoint the chairperson and I saw who the chairperson was, I recruited another person to be on the committee, whom I felt would assist in making sure that the process would work.

KC: Because there were co-chairs of the Citizens Committee.

DM: Yes. It was interesting, because when I talked to the party after the selection was made, they had an integral part in making sure that, one, the system was fair and open, but also that when games were being played by members, as they are on committees, that they were on top of those and kept us focused on what was the mission of the committee and its task, and the committee recommended John.

So with that, it was now easy for me to go to my colleagues, and I was just a new council member [only on the council 5 months in spring 2004], I could work them, because they were being worked by other people. I

could say, listen whatever you think about me, most of them didn't know me, I just left that Department and I can tell you this is the person that you want to lead our Department and to deal with our residents, then we got a 7-0 vote.

KC: And we have an interesting process in Saint Paul when a new fire or police chief is to be appointed⁵³, different than across the river and many other places. The council appoints a citizens committee, the committee picks five top candidates and then picks the number one candidate. The mayor appoints, the city council has to authorize, but if the mayor and the city council can't agree, then the number one person becomes the chief. In 2004 the mayor wanted to appoint someone else, with your seven votes the city council wasn't going to ratify that. Harrington had been the citizen's committee number one choice, so he would have become chief by default as the citizen's committee first choice. So the mayor being a wise politician, appointed Harrington since he was going to be chief anyway.

DM: You're right. [Laughter]

KC: So, Debbie Montgomery getting those votes, made a difference in the choice of the current police chief.

⁵³ Saint Paul Police Chief's six year term and selection process is in Saint Paul City charter since 1936. Upon a chief vacancy the city council forms the examinations and qualifications committee of citizen appointees from the mayor, council and members of human resources. This committee outlines the guidelines for the selection process. Their job is to deliver to the mayor five candidates, and they designate one of the five candidates number one. The mayor can pick any one of the five. But the council has to ratify the appointment by a majority vote. If the council doesn't ratify the mayor's choice, then number one candidate gets the job for a six year term. The first year the chief is on probation where you can be dismissed for probationary reasons. After that, it takes cause—malfeasance, misfeasance, nonfeasance—and five votes of a seven member council to dismiss for cause. Malfeasance is committing a crime. Misfeasance is incompetent. And nonfeasance is just not show up to work. This creates a strong chief position.

DM: Yeah, I think that's one of my successes during my time on the council, and it came very early. I think getting leadership over the police and fire, and our departments that touch our citizens daily is real integral to the success of our city and to be perfectly honest, when you look at the charter, that's what the city is supposed to provide, public safety and police and fire, and those services are at the top of the list, so it was a very critical vote and opportunity, and I'm glad.

I know people say all the time, "Well, you don't blow your horn, you don't tell people what you're doing, you work behind the scenes." I just want to get a job done. I'm not here to look pretty, I'm here to get the job done, then if I could go and you didn't know who I was, I'd be happy. So, at the end of the day, I want the citizens to know that they got the best candidate and I think that when you hear the public talk about Chief Harrington, I don't care what race, color, creed you are, they've been very positive.

KC: Debbie, thank you, thank you for getting a wonderful job done for over thirty years in Saint Paul as a police officer and now as a city councilperson.

DM: Thank you.