

IN THE UNITED STATES DISTRICT COURT
NORTHERN DISTRICT OF ILLINOIS
EASTERN DIVISION

STATE OF ILLINOIS,) Case No. 17 C 6260
)
Plaintiff,)
)
v.)
)
CITY OF CHICAGO,) Chicago, Illinois
) April 8, 2025
Defendant.) 1:04 p.m.

TRANSCRIPT OF PROCEEDINGS - PUBLIC HEARING
BEFORE THE HONORABLE REBECCA R. PALLMEYER

APPEARANCES:

For the State: OFFICE OF THE ATTORNEY GENERAL
BY: MARY J. GRIEB
100 W. Randolph Street, 11th Floor
Chicago, Illinois 60601

For the City: TAFT STETTINIUS & HOLLISTER LLP
BY: ALLAN T. SLAGEL
111 E. Wacker, Suite 2600
Chicago, Illinois 60601

For the Monitor: ARENTFOX SCHIFF LLP
BY: MARGARET A. HICKEY
ANTHONY-RAY SEPULVEDA
233 S. Wacker Drive, Suite 7100
Chicago, Illinois 60606

Also Present: Larry Snelling, Superintendent
Leslie Silletti, Deputy Director
Jessica Gingold, Equip for Equality

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

Court Reporter: HANNAH JAGLER, RMR, CRR, FCRR
Official Court Reporter
219 S. Dearborn Street, Room 2504
Chicago, Illinois 60604

* * * * *

PROCEEDINGS REPORTED BY STENOTYPE
TRANSCRIPT PRODUCED USING COMPUTER-AIDED TRANSCRIPTION

1 (Proceedings heard by video:)

2 THE COURT: Okay. Good afternoon, everyone. Thank
3 you for joining us as part of the ongoing process in the
4 Consent Decree.

5 We have a brief agenda for the afternoon, but an
6 important one, and I hope that I'll get a chance to hear from
7 everybody that's planning on speaking this afternoon.

8 I know that the City has prepared a PowerPoint that
9 they want to show us. Perhaps I can ask now, though, to hear
10 first from the Monitor.

11 MS. HICKEY: Thank you, Your Honor. And thank you for
12 convening us for this monthly status hearing. My name is
13 Maggie Hickey and I'm the Independent Monitor for the Consent
14 Decree.

15 During today's public hearing for the Consent Decree,
16 we will hear from the CPD on their new strategic plan which
17 presents a three-year roadmap for CPD's long-term vision to
18 meet the needs of Chicago's communities. My team and I look
19 forward to hearing more about this plan and how it will help
20 the city and the CPD reach full and effective compliance with
21 the many requirements of the Consent Decree.

22 The City of Chicago, the CPD, the Office of the
23 Attorney General, and the Independent Monitoring Team also
24 identified the remaining topics for the monthly hearings in
25 2025. The IMT will post these topics on our website soon,

1 CPDMonitoringTeam.com.

2 The parties and the IMT also recognize, however, that
3 the schedule should remain somewhat fluid to ensure that the
4 parties are reporting on the most critical updates throughout
5 the year.

6 Next month in May, for example, the City and the CPD
7 will present on updates regarding search warrants. In the
8 following month, June, the Court will hear public comments. We
9 will be posting the opportunity to sign up to provide public
10 comments on our website soon.

11 Given the success we observed last month having the
12 hearing outside of typical business hours, we will also look to
13 provide opportunities for public comment for individuals who
14 may not otherwise be available from 9 to 5. So please be -- we
15 ask that the public be on the lookout for those alternative
16 timings.

17 Separately, I would like to provide a quick update on
18 monitoring activities. My team and I will aim to file the
19 Independent Monitoring Report at the end of this week. The
20 report will cover the Consent Decree efforts between July 1st,
21 2024, and December 31st, 2024.

22 With that, Your Honor, I'd like to turn it over to the
23 City and the CPD for their presentation on the CPD's strategic
24 plan.

25 THE COURT: Fine. Thank you. I think I've been

1 frozen somehow, but I'm certainly with you and I'm looking
2 forward to seeing the presentation from the City.

3 MS. SILLETTI: Superintendent, should I jump in and
4 begin the presentation?

5 MR. SNELLING: Yeah. Just wanted to make sure that
6 you're all set and ready.

7 MS. SILLETTI: Thank you.

8 MR. SNELLING: So, Judge, before we get started, I'd
9 just like to say that Leslie Silletti, the deputy director, is
10 going to be giving a full briefing on what the strategic plan
11 is about. If there are points where we need to -- you have any
12 questions, please ask those questions and we'll be happy to
13 follow up, so. She's done a lot of hard work on this.

14 So Leslie, go ahead, take it away.

15 MS. SILLETTI: Thank you.

16 THE COURT: Great. Thanks.

17 MS. SILLETTI: Thank you, Superintendent. And good
18 afternoon, Your Honor, Monitor Hickey, and all those present
19 here today. I'm honored to serve as your presenter as the CPD
20 introduces its strategy for organizational excellence.

21 To get us started, I'll begin with a little context.
22 There are about 18,000 local police departments in the United
23 States. 70 of those are considered major city departments, and
24 CPD is the second largest.

25 Within CPD, there are thousands upon thousands of

1 years of experience. That experience includes practices to be
2 commended, lessons from which we can improve, lives risked and
3 lives lost, and every single member's experience, sacrifices
4 made.

5 In a city where some of the most unique challenges --
6 with some of the most unique challenges in the entire country
7 what CPD members and experienced and continue to experience on
8 a daily basis are something that lay people like me can only
9 imagine. It's impossible to imagine, let alone capture, the
10 experiences of all of our members, to gather and collate that
11 which we want to recreate, build upon, or learn from.

12 And in developing this plan, that is where our
13 challenge began. How do we get all of these years, those
14 insights, and those experiences on paper?

15 Next slide.

16 Planning is very integral to the fabric of policing.
17 Officers make life and death decisions in seconds, operational
18 plans in minutes, and they specialize in realtime intelligence.

19 Taking a step back from the day to day, today we're
20 talking about the Department's strategic plan, our three-year
21 strategy to achieve our goal of organizational excellence in
22 setting ourselves on a course for long-term sustainability.

23 We held a number of workshops, and in those workshops
24 we began with discussions about what a strategic plan is, what
25 it should be, and what it shouldn't be. You can see some of

1 those responses on the slide.

2 On the next slide, you'll see responses for what a
3 strategic plan shouldn't be. The response that came up the
4 most is the first one. It shouldn't be something that sits on
5 a shelf.

6 We started with what a plan should and shouldn't be,
7 but where do we go from there? We're going to start at the end
8 today with our North Star, and that North Star is
9 organizational excellence.

10 As we attempted to synthesize the plan into something
11 tangible or define our North Star, we workshopped the following
12 five key points: Organizational excellence is our North Star,
13 a guiding goal that drives the CPD toward becoming an
14 organization that invests in continuous growth, wellness, and
15 support for its workforce, ensuring a capable, adaptable, and
16 resilient team that thrives in a dynamic environment, fosters
17 transparent communication, and building strong relationships
18 with the community, prioritizing equity, justice, and
19 accountability in every interaction.

20 It drives continuous improvement by supporting
21 professional development, promoting innovation, and applying
22 effective strategies that enhance overall departmental
23 performance. It develops strategies to both meet immediate
24 needs and future challenges, ensuring that the Department
25 remains responsive, effective, and focuses on our North Star

1 over time. It's our CPD brand.

2 And now let's go backward again, back to the
3 beginning. The superintendent challenged us to build a
4 roadmap, a plan, that responds to some overarching themes,
5 fostering empathy between officers and those they serve,
6 digging deeper into what it means to holistically support our
7 members, looking strategically at the plans and resources we
8 have and need to achieve our goals, capitalizing on our ability
9 to convene and foster partnerships to problem solve in
10 nontraditional ways, and to engender trust and pride from those
11 we serve. That's where the challenge begins.

12 And we have to ask ourselves, where do we start? How
13 do we connect vision, mission, core values, and goals, big
14 goals, at that, into strategies and tactics, the stuff we
15 actually do every day? The illustrations on the slide
16 articulate how it all begins.

17 It's messy, complicated, and an imperfect science.
18 You start big, collect, capture the expertise of subject matter
19 experts, workshop and iterate, and repeat and repeat. There's
20 a tremendous amount of back and forth, starting big and then
21 fine-tuning over and over again. And we need a tool to capture
22 those thousands of years of insight, experience, and lessons,
23 and then do something with them.

24 And that's where the strategic plan comes in. And
25 this strategy for organizational excellence is our strategic

1 plan or our infrastructure to connect vision, mission, and core
2 values to tactics.

3 Before we go into the infrastructure of our plan, it's
4 important to situate the strategy for organizational excellence
5 within the greater CPD planning context. I mentioned earlier
6 how planning is very much woven into the fabric of policing and
7 this is certainly the case with CPD, not only the realtime
8 operational type plans, but longer term, forward focused,
9 strategic plans that help guide the Department toward achieving
10 the goals it shares with the community it serves.

11 Plans such as the Consent Decree, CCPSA's
12 superintendent goals, Community Policing goals, including
13 district strategic plans, the Racial Equity Action Plan, and
14 this strategy for organizational excellence all come from
15 different sources, but they're all working toward the same
16 forward-looking vision for the Department.

17 They approach things such as support for our members,
18 accountability, and community partnership from different
19 angles, often with overlapping constituencies. And no plan is
20 more important than the other. They're designed to complement,
21 not compete with one another.

22 In this plan, the strategy for organizational
23 excellence was created to align with each of these, as well as
24 our day-to-day operational planning needs.

25 Let's talk for a minute about how the strategic plan

1 and the Consent Decree fit together. In developing the
2 strategic plan, the Department took into account the goals,
3 objectives, and specific requirements of the Consent Decree.
4 Nearly all initiatives in the plan align either fully or in
5 part with Consent Decree requirements.

6 The strategic plan establishes a three-year framework
7 to guide the Department toward organizational excellence and is
8 also intended to support CPD's continued progress toward full
9 and effective compliance with the core elements of the Consent
10 Decree. Our job is to make sure everything moves in the same
11 direction or toward our North Star.

12 Returning back now to the infrastructure of the plan,
13 which is built upon four foundations: Building, supporting,
14 and developing in our workforce, community trust, neighborhood
15 safety, and organizational infrastructure.

16 Why are they called foundations? It helps me to think
17 of this concept visually. Often we think that to be great, we
18 need to be great or to rise above and rise tall. I like to
19 think of foundations as things that are close to the ground and
20 solid, able to withstand turbulence. We operate in a 24/7, 365
21 environment that is inherently unpredictable and shaped by
22 critical incidents. To not only withstand this constant
23 uncertainty, but also to grow and innovate, we have identified
24 key foundational elements that provide the necessary stability
25 and resilience.

1 Just as the structure requires a strong foundation and
2 deep roots to rise taller and withstand external forces, these
3 foundations serve as the bedrock of our success, enabling us to
4 adapt, strengthen, and evolve in service to our mission in the
5 present and also for years to come.

6 And each foundation has its own goal statement and
7 "why" statements. Starting with the superintendent, we
8 workshopped, synthesized, and iterated to get to the heart of
9 each foundation. And why is the "why" important? The
10 superintendent challenges us on a regular basis to think about
11 the "why." He shares that when people understand the "why,"
12 they don't just follow the rules, they lead with hearts and
13 purpose and never lose sight of who they serve and why it
14 matters.

15 When we're clear on the "why," it strengthens how we
16 lead and how we serve, it shapes our heart set, the compassion
17 and commitment we bring to the job; it guides our mindset, the
18 way we think, make decisions, and stay grounded in our purpose;
19 and it sharpens our toolset, the skills, strategies, and
20 resources we use every day.

21 This brings us back to our infrastructure, the tool we
22 use to bridge the mission and vision with strategy and tactics.
23 We have one overarching goal, our North Star, we have four
24 foundations, and three key strategies under each foundation.

25 Why key strategies? With so much experience, insight,

1 and possibilities, the number of strategies could be infinite.
2 The strategies are those determined to be the most effective at
3 this time and looking forward to help us reach our goals.

4 In going deeper into the infrastructure, the
5 hierarchy, we see the 48 initiatives under the key strategies.
6 Those are what you might think of as projects, things that get
7 assigned to bureaus and ultimately to people.

8 Next is the level of detail you won't see in the
9 document. This is what happens next. You see here that our
10 initiatives also have sub-initiatives. So in total, there's
11 about 80 unique projects, sometimes brand new and sometimes
12 reimaged.

13 What you also don't see in the plan itself is how it
14 will be implemented. The plan's implementation will be
15 integrated into the project management of the Consent Decree
16 and its cross functional teams, making sure both efforts
17 support and reenforce each other, rather than working in
18 isolation.

19 Both internally and among our stakeholders, there's a
20 desire to know how we're doing and to measure our progress as
21 we go. We often think about this in terms of percentages,
22 where higher is better, but it's not always so linear. So we
23 want to make sure that we understand and can effectively
24 communicate what inform our three different categories of
25 initiatives.

1 There's those that we call whats by whens, not
2 necessarily simple, but the project design is such that we can
3 articulate a start and stopping point and relevant benchmarks.
4 We can do this thing by this time.

5 Secondly, those projects that are not easily defined
6 and are more difficult to measure, how we operationalize the
7 initiative will not always be straightforward or within our
8 control, but we have defined and are focused on our North Star.
9 This often requires collaboration with partners and requires
10 careful planning.

11 And then there are those in that third category, those
12 that are difficult to measure and our stat is difficult to
13 articulate. As you see in the plan, you see there are
14 initiatives, overarching and audacious in scope, bold, daring,
15 and perhaps somewhat difficult to quantify, and that is by
16 design. In fact, we're acknowledging there's real value in
17 being aspirational, looking at the seemingly distant horizon
18 and saying we will strive for that.

19 So while some initiatives in the plan are tangible and
20 quantifiable through percentage measurements, such as who will
21 complete what and by when, others involve a very human element.
22 These may not resemble typical goals. They're more of a
23 challenge, a challenge that is intended to galvanize members
24 around a common purpose and move the proverbial needle, as they
25 say, for the organization.

1 So we've touched on our overarching goal, the four
2 foundations, key strategies, initiatives, and sub-initiatives.
3 I'll touch on each of the four foundations now starting with
4 Foundation Number 1, building, supporting, and developing our
5 workforce. Through the initiatives included in this
6 foundation, we are demonstrating our deep commitment to
7 supporting every CPD member, sworn and nonsworn, from their
8 first day to retirement, through mentorship, professional
9 development, the culture that fosters pride, respect, and
10 long-term growth.

11 In this section, we see initiatives such as developing
12 a community driven recruitment campaign, support for retired,
13 injured, and inactive members, and preparing members for
14 supervisory and specialized roles.

15 Foundation 2 is community trust. This foundation
16 centers on engagement and community impact. Community Policing
17 is a shared effort, embraced by all officers, grounded in the
18 belief that public safety thrives through collaboration and
19 partnership. We're creating a new Office of Equity and
20 Engagement, expanding Victims Services, and are challenging
21 ourselves to engage community members in even more meaningful
22 ways, not just to respond to crime, but to build trust, expand
23 prevention efforts, and build real lasting change together.

24 This foundation challenges us to create new dialogues
25 with the communities we serve, so we may listen to and learn

1 from one another, as members of the same team.

2 Foundation Number 3 is neighborhood safety. Every
3 resident in every neighborhood deserves to be treated with
4 fairness, dignity, and respect. Everybody deserves to be safe.
5 And there's no one-size-fits-all approach. We're committed to
6 justice, transparency and true community partnership as we do
7 our work to understand and respond to the problems residents
8 are facing throughout the city.

9 And we're going to do that with initiatives such as
10 ensuring effective allocation of our resources, expanding
11 partnerships with research organizations, and expanding the use
12 of technology, to give our members the tools to strengthen
13 investigation and solve crimes more effectively.

14 Foundation Number 4 is investing in organizational
15 infrastructure. This goal is focused on putting together the
16 necessary frameworks and infrastructure to allow the Department
17 to accomplish big goals. We're investing in modern, ongoing
18 training to help our officers lead with professionalism and
19 compassion and ensuring our nonsworn staff have the tools they
20 need to support those officers through day-to-day
21 administration. This includes enhancing management skills,
22 processes, and planning at every level and building a culture
23 of sustainability that supports long-term success.

24 By building these foundations, we can ensure long-term
25 success in fulfilling our mission. Through the strategy for

1 organizational excellence, we are facilitating a stronger
2 future for CPD for generations to come.

3 And you can see in front of you here how the
4 hierarchy, the infrastructure all fits together.

5 We attempted to boil down organizational excellence
6 into five themes. In sticking with the five, we challenged
7 ourselves to come up with five themes that really capture the
8 approach of this plan.

9 First one being inclusive: A plan that actively
10 involves input from all stakeholders, ensuring diversity of
11 perspectives.

12 Iterative: The plan was built on continuous input.
13 We started with lots and lots of ideas and insights and refined
14 those through ongoing feedback, evolving into a practical
15 framework in which we can meet our goals.

16 Dynamic: A flexible and adaptable plan that can shift
17 in response to changing circumstances and evolving needs.

18 Values-based: A plan built around core principles,
19 guiding actions, and decisions based on a focus on long-term
20 integrity and trust.

21 Legacy: A plan that prioritizes sustainable growth
22 and lasting impact.

23 We are brought together here by the City of Chicago's
24 Consent Decree. So we wanted to close with a handful of
25 observations about these two important overarching, guiding

1 documents.

2 I discussed earlier that nearly all initiatives in the
3 plan were developed to align with Consent Decree requirements.
4 This overlap, blending, braiding, and complementing was no
5 accident. This plan is not only intended to, but it's also
6 designed to support CPD's continued progress towards full and
7 effective compliance with the core elements of the Consent
8 Decree.

9 We want to leave you with another five key takeaways
10 that illustrate how these two guiding documents work together.

11 First being shared values, different lenses. These
12 two efforts come from different places. The Consent Decree
13 provides a formal court-mandated framework to ensure
14 constitutional policing, while the strategies are a proactive
15 plan to embed those same principles into the culture and daily
16 operations of the Department.

17 Reform sets the standards, strategy brings them to
18 life. The Consent Decree outlines the essential requirements
19 for reform, clear expectations we must meet. The strategy is
20 how we bring those expectations to life with systems and
21 leadership that make progress real and lasting.

22 People drive the change. Neither document works
23 without our people. That's why the strategies investment in
24 wellness training and leadership directly supports the outcomes
25 the decree is trying to achieve.

1 Culture is the catalyst. What we're working toward is
2 a department where reforms become second nature, baked into how
3 we make decisions and how we show up in our communities.
4 That's the real power of a strong strategy.

5 And lastly, built for the long term. Even after
6 oversight ends, we need to keep going and growing. The
7 strategy ensures we don't just meet expectations now, we stay
8 aligned with the spirit of reform and continue earning public
9 trust for the long haul.

10 In closing, we want to share with you how you can
11 access the plan. You'll see the web link there. You can go to
12 our home page, ChicagoPolice.org, and click on the icon that
13 you see there or click on Chicago.org/Excellence. We invite
14 you to share your thoughts with the public comment period that
15 runs until May 7th.

16 And finally, thank you for your time this afternoon.
17 We very much look forward to all of your public feedback.

18 THE COURT: Thank you very much for that presentation.
19 I'm sorry I was frozen for a period. I did go online and I did
20 use my phone so that I could follow along while they were
21 getting me back in action. But I found it useful and I hope I
22 can get maybe a copy, a copy of the slides if you wouldn't
23 mind.

24 MR. SLAGEL: We'll take care of getting that to you
25 through the Monitor, Your Honor.

1 I don't know if Superintendent Snelling wanted to add
2 something before we turned it over to the Office of the
3 Attorney General.

4 THE COURT: Be happy to hear from the superintendent.

5 MR. SNELLING: Yes, Judge.

6 And so the overall idea behind the strategic plan
7 obviously directly linked and directly connected to the Consent
8 Decree and the expectations. But the way that this was
9 designed was to be systematic. And what I mean by that is, you
10 know, in my history and training and everything else, when you
11 start one thing, it should lead right into the next and make
12 the next thing easier to do. Right?

13 So when we look at how we started this out, where it's
14 important for us to build our workforce, and to continue to
15 grow, because that focus is the most important part of it,
16 because my job is to make sure that we're putting the best
17 possible people into the community.

18 So community trust cannot happen if I'm not focusing
19 on developing the most well physically, mentally, and the most
20 well trained officers that we can put out there, officers who
21 clearly understand what the goal is of policing and what the
22 message is.

23 And that centers around what the expectations are,
24 number one, in the Consent Decree, but bigger than that, just
25 having -- from the time that I started this job, going to

1 community meetings, sitting at meetings with CCPSA, listening
2 to public comment, being on these meetings here, the meetings
3 with the Office of Attorney General, the IMT, just sitting
4 there listening to all of these things and bringing everything
5 together as one, that was the most important part of putting
6 this together, bringing all of those voices together, listening
7 to what it is that people want, and looking at places where I
8 know we can get better, looking at places where we made
9 mistakes. That's the number one to getting to community trust,
10 which is the next step.

11 We can't get to community trust if we're not focusing
12 on professionalizing our department and listening to people and
13 finding out what the issues are and addressing those issues.

14 So now getting to community trust, bringing the
15 community in, being transparent, showing the community that we
16 are listening, that's where the trust begins. And this doesn't
17 happen overnight. It's slow moving. I know that. But at the
18 same time, when we're showing good faith, when we show that
19 we're listening and then we're giving them feedback on what it
20 is we're doing and they can see the change, that's when the
21 community trust starts to grow.

22 Neighborhood safety, that's the next effect of the
23 partnership between the community and law enforcement. So once
24 our department -- our officers are working hand in hand with
25 our community members, they're listening, people are more

1 willing to talk to us, give us information, that's going to
2 help us follow up on investigations, and that's how we get to
3 neighborhood safety.

4 Everyone being involved, not just the police having
5 eyes and ears out there, but we have eyes and ears of the
6 public. And then they feel it. The public feels the work that
7 we're doing. We're showing up when we're needed. That's going
8 to be very helpful for building a safer community, safer
9 neighborhoods.

10 And then organizational infrastructure is extremely
11 important right now because that goes to everything. Right?
12 When we started talking about technology that we get from
13 neighborhood safety, and then preparing our officers in a way
14 that they're more professionalized in the way they're
15 performing these investigations, helps us get to those
16 investigations quicker.

17 So starting back with building our workforce, the
18 training, and one of the takeaways I took from the DNC was the
19 importance of training, the importance of reenforcement, and
20 the importance of developing the leadership on the Department
21 from the top down, all of those things are going to affect the
22 way that we are interacting with the community and how we get
23 to full compliance with the Consent Decree.

24 If we're not doing these things, then we're going to
25 be spinning our wheels. I don't want to just reach compliance

1 on the Consent Decree. We've talked about this. I want to see
2 some actual meaningful change in the Department. We're
3 starting to see some of it now. We still have a long way to
4 go. And we're going to continue to work on that.

5 I think the strategic plan is a great start, but we're
6 not looking for short-term gains here. This is something that
7 I want to see some long lasting effect on. And when I'm long
8 gone, I'd like to know that someone can walk right in here and,
9 you know, take the horse by the reigns and just continue to
10 move forward with this.

11 I think we're making some great progress. We've had
12 some really good meetings with the OAG and IMT and we're just
13 going to continue to move on from there.

14 So, Judge, if you have any questions, please, I'll be
15 willing to answer those.

16 THE COURT: I don't have questions. I want to thank
17 you for what is an obvious commitment to a process that I think
18 we need the commitment of the superintendent to it. It's
19 great. I mentioned earlier I was able to watch the -- watch
20 you on TV last night and I know that you were telling us about
21 your -- you know, your background and your commitment, and it's
22 just critical to the success of the Consent Decree overall.

23 I too want, when, you know, when the future comes,
24 people to be able to look back and say that we made a
25 difference and we put things -- we put things together in the

1 right direction, and I think we are making progress. I know
2 the public is impatient. You know, they make that clear to us
3 all the time. But, you know, the reality is, as you point out,
4 change -- the kind of change that we're hoping for doesn't
5 happen in an overnight or in a week or a month. It takes a lot
6 of long-term commitment and there's going to be backsliding
7 that we have to address. But I feel optimistic that it's going
8 to happen, that we're going to get there, that we're going to
9 achieve this goal.

10 And part of that is that my confidence that this group
11 is going to stick with it and that you personally are committed
12 to it. So I want to thank you again.

13 I will be at the -- I think you may know, I'll be at
14 the training on Saturday, so I'm looking forward to being part
15 of that.

16 MR. SNELLING: We'll be ready for you, Judge.

17 THE COURT: Good.

18 Do other people have questions of the superintendent?

19 All right. I think we're ready then to hear from the
20 Office of the Attorney General, either Ms. Grieb or
21 Ms. Pannella. Maybe -- is that Ms. Bass Ehler? I'm not sure.

22 MS. GRIEB: Good afternoon, Your Honor. Good
23 afternoon, everyone. My name's Mary Grieb. I'm the deputy
24 chief of the Civil Rights Bureau at the Attorney General's
25 Office. And I along with a team of assistant attorneys general

1 represent the State in this case. Thank you to the
2 superintendent for his remarks and Deputy Director Silletti for
3 her presentation.

4 I'd like to reflect on three themes we heard in the
5 presentation today. And the first theme is transparency. We
6 appreciate the presentation and do want to highlight that the
7 plan is posted publicly on the Department's website for public
8 comment. This is just one example of increased transparency
9 from the Department, which is one of the core goals of the
10 Consent Decree.

11 There are also draft policies posted for public
12 comments, extensive data related to arrests and uses of force
13 and stops on the website, investigative reports on the Civilian
14 Office of the Police Accountability's website, and other
15 transparency mechanisms available.

16 In continued efforts to increase transparency, we
17 expect the Department to continue to operate transparently as
18 they work to implement this plan, and we're encouraged by the
19 commitment in the plan itself to publish status reports about
20 plan implementation.

21 The second theme from the strategic plan I wanted to
22 highlight is the Department taking a holistic approach to
23 breaking down internal silos within the Department. A constant
24 refrain from our office over the past six years of Consent
25 Decree implementation has been that the Department must break

1 down silos. We've urged CPD and the City to take on this work
2 of reform holistically, to ensure that reform across every
3 section of the Consent Decree goes hand in hand with the
4 everyday work of policing in the city.

5 And we're hopeful that this plan and this strategy,
6 which covers many of the Department's responsibilities, not
7 just Consent Decree compliance, begins to break down those
8 silos.

9 As an example of that, we appreciate the inclusion of
10 so many Consent Decree related projects and the plans, such as
11 the Workforce Allocation study, district strategic plans
12 grounded in community input and problem solving, and technology
13 systems improvements are weaved into the overall department
14 strategy.

15 As another example, we see reflected the principle
16 that Community Policing is a core component of the Department's
17 overall crime reduction and public safety strategy. We see in
18 the four foundations of the strategy that the Department
19 intends to support and develop its workforce, which are
20 components of the officer wellness and recruitment, hiring, and
21 promotion sections of the decree.

22 We see the commitment to building community trust,
23 including building relationships with community partners, and
24 taking a problem solving approach, which are key components of
25 the Community Policing section of the decree. And we see the

1 Department focusing on organizational infrastructure, including
2 robust training and continuous improvement, which are
3 components throughout the Consent Decree, and aligned with one
4 of the decree's overall goals, which is to make the Department
5 a learning organization. We recognize that this strategy is
6 not just for Consent Decree compliance, and we consider that a
7 key strength of the plan, integrating form requirements into
8 overall department organization and infrastructure.

9 And finally and perhaps most importantly of all, we
10 want there to be real accountability in this strategy. As was
11 noted in the presentation, we don't want the strategy to sit on
12 a shelf. This is not just accountability to our office and the
13 monitor and to the Court, although those are all of course
14 important, but accountability to the public, to show that the
15 Department is committing to implementing change. For many of
16 these initiatives, the Department has a plan or policies in
17 place already, but for others, as we see, there will be the
18 need for substantial thoughtful action to implement these
19 changes and plans.

20 We encourage the City and the CPD to devote the
21 resources necessary to doing this work. The results of the
22 Monitor's community survey make clear the need for real
23 accountability. Our office is concerned about finding numbers
24 that show relatively low overall performance ratings for CPD,
25 that show stark disparities in how black respondents and

1 particularly young black men rated CPD, and a decrease in
2 Chicagoans' already low confidence in the lasting and positive
3 impact of reform efforts. So we continue to encourage the
4 Department to be responsive and to acknowledge the sentiment in
5 these disparities.

6 The strategy we heard about today presents a very
7 promising approach to changing the culture of CPD and policing
8 in our city, and our office is hopeful that the many touch
9 points with the Consent Decree will drive that long awaited
10 change. And we also hope that the City and the Department
11 continue to be accountable to the public about successes and
12 challenges with implementing this strategy, including the
13 mechanisms for achieving full and effective compliance with the
14 decree.

15 Your Honor, we remain committed to holding the City
16 and the Department accountable to the Consent Decree
17 requirements and to the public. Thank you for the opportunity
18 to speak this afternoon.

19 THE COURT: Thank you, and I would expect no less.
20 I'm happy to -- happy to hear that you're going to press
21 forward.

22 I think we will be hearing from Ms. Gingold on behalf
23 of Equip for Equality for the Coalition.

24 MS. GINGOLD: Good afternoon, Your Honor.

25 THE COURT: Good afternoon.

1 MS. GINGOLD: My name is Jessica Gingold. I'm an
2 attorney at Equip for Equality and one of the attorneys
3 representing the community Coalition. Thank you for giving us
4 this time today.

5 The Coalition's focus this year is on measurable
6 outcomes and the lived experience of people being policed in
7 Chicago. We are glad to hear that Superintendent Snelling
8 wants to see meaningful change. That is what we want too. The
9 Consent Decree arose out of DOJ's findings of a pattern of
10 racially discriminative use of force. The CPD has presented
11 PowerPoint presentations with generalities and themes for the
12 last several status hearings, speaking past the 9 percent
13 compliance rate and six years of consistent reports of ongoing
14 harm to the people of Chicago.

15 While plans, training, and policies are necessary
16 components of the Consent Decree, they are far from sufficient.
17 Six years into the decree, we should be past the planning stage
18 and hearing about the reductions in the use of force,
19 successful diversion of people in crisis away from the criminal
20 system, and the implementation of unbiased policing.

21 Last month, my colleague raised up our concerns about
22 CPD's insufficient community engagement and the IMT's report
23 showing an erosion, not an increase, in trust. This is a
24 crisis. It is a crisis that we are six years in and people do
25 not see, feel, and experience changes in policing in their

1 day-to-day life.

2 These hearings should be about action and deadlines.
3 The community and the Court need to know that these plans will
4 actually get results in the streets of Chicago. Yet today we
5 heard about another plan by the CPD. While the plan
6 encompasses many values that we share, and it is saying that it
7 will try to measure what it is espousing to do, it fails to
8 identify a single concrete outcome measure in the plan. It
9 fails to offer a single deadline for the lofty goals it
10 espouses. If there are no outcome measures and no deadlines,
11 other than the three-year scope, then it isn't strategic and it
12 isn't a meaningful plan.

13 For example, the plan Initiative Number 14 is about
14 enhancing interactions with affinity populations and discusses,
15 quote, facilitating opportunities for individuals and groups to
16 provide perspective and curriculum and training and policies.
17 The Consent Decree requires more than hearing from affinity
18 groups. It requires that the CPD engage in unbiased, fair, and
19 respectful policing of these groups. That is what we want to
20 hear about.

21 Yet this new plan lacks any outcome measures at all,
22 let alone in the areas that are most pressing. In this
23 strategic plan initiative, we just see the same old commitment
24 to listening to the community's perspective, but nothing that
25 holds the CPD accountable to actually changing its treatment of

1 those groups most disparately and negatively impacted by the
2 police. This plan also fails to address what resources will be
3 used to accomplish the goals.

4 The reality is, and we agree, it was said today, that
5 many of the steps in the strategic plan are already required by
6 the Consent Decree, such as the Workforce Allocation study,
7 early warning systems, supervisory review system, and data plan
8 to name a few. So what has changed in CPD so that it is
9 actually feasible to accomplish all of these steps within the
10 next three years, when CPD hasn't managed to accomplish them in
11 the past six-plus years, that the Consent Decree has been in
12 effect? Is CPD reallocating meaningful resources to focus on
13 these steps? That is the information we need to know to make
14 this more than a plan on paper.

15 There are no shortages of plans that CPD has offered
16 over the last six years. They showed six different plans
17 currently in place in their PowerPoint. As this new strategic
18 plan acknowledges, one of the initiatives within it is
19 coordination with existing department plan, such as the Consent
20 Decree, the CCPSA, the superintendent goals, and the Racial
21 Equity Action Plan. That coordination arguably should have
22 occurred prior to the release of this new plan.

23 Within the strategic plan are plans to create more
24 plans. CCA is developing a new Community Policing model
25 despite an ongoing pilot of the Chicago Neighborhood Policing

1 Initiative, that was never resourced sufficiently. We
2 understand the need to tweak, to keep tweaking models to find
3 what works, but from the community's perspective, no number of
4 new plans can make up for the fact that we have been waiting to
5 feel real sustained change that is long overdue. This is a
6 strategic plan being released six years into a Consent Decree
7 process, yet not actually integrated fully with that Consent
8 Decree process.

9 It is the Consent Decree process that is bringing us
10 to the Court each month. This strategic plan is another piece
11 of paper with a lot of good intentions, but the community is
12 tired of intentions. It needs benchmarks. It needs to know
13 where we've been as it relates to each of these steps in the
14 strategic plan. It needs outcomes and it needs deadlines so
15 that we can measure and encourage or meaningfully challenge
16 CPD's actions.

17 One of the Coalition's goals for 2025 is for the CPD
18 to engage in policing that is proportionate and appropriate.
19 This means reductions in use of force, appropriate police
20 responses and increases of alternative responses for people
21 experiencing crisis, reduction of the militarized and overly
22 saturated presence of police in certain neighborhoods, where
23 community members have echoed a similar sentiment in nearly
24 every public survey completed, that the police feel like the
25 largest gang in the City.

1 Notably, words such as "use of force," "crisis
2 response," "deescalation," even "Constitution" are not found
3 anywhere in this new strategic plan. Where the CPD and IMT
4 have made outcome data available, too often the data is showing
5 a negative trend, not a positive one for the goals of the
6 Consent Decree or the community.

7 Last month, we heard about the declining and disparate
8 public opinion of the CPD and the City's diverse communities
9 experience with policing. A new community engagement policy
10 was released, recently still falling short. In the Coalition's
11 public comment posted last month, we specifically asked for the
12 outcome data from the initial community engagement pilot
13 program. How can we know what is working and how can we build
14 a new strategic plan for a community engagement without that
15 benchmark data?

16 We are concerned that the community engagement efforts
17 both around the strategic plan and the ongoing policy and
18 training development have not intentionally engaged with the
19 Coalition and others that might disagree with CPD, rather,
20 favoring handpicked friends to participate. There needs to be
21 an open and transparent process for people to join the advisory
22 committees and partnerships that CPD aims to create.

23 Additionally, as we wrote in our public comments to
24 the firearm pointing incident special order, gun pointing by
25 officers, something the Coalition has long been concerned with,

1 increased 30 percent between 2021 and 2023. Approximately
2 2,500 people who had guns pointed at them were unarmed. Gun
3 pointing disproportionately affects black and Latino Chicagoans.
4 What does this do to the trust of the community? What is the
5 trauma that ripples from these encounters? Where is this
6 benchmark to improve upon in the strategic plan? Too often the
7 vast Consent Decree mechanisms are focused on feedback and
8 policy, but without the real accountability measures required
9 to lead to true results.

10 In this courtroom, we and the larger community are
11 seeking more than plans on paper. We are seeking
12 accountability. We are seeking outcomes.

13 Thank you, Your Honor.

14 THE COURT: Thank you, Ms. Gingold.

15 Any comments or responses to Ms. Gingold that anybody
16 would like to make?

17 Let me just say that I welcome the suggestion of
18 benchmarks and deadlines and you are invited to propose those.
19 You know, Ms. Hickey's reports, which come out every -- twice a
20 year, do include a lot of raw data and measures. The
21 information's not always satisfying, I get that. But I don't
22 think it's quite fair to say that there are no -- that we're
23 not -- we're not doing any outcome measures. I think that
24 she's been doing a lot of hard work to get the outcome measures
25 to the public. Again, it's not always good news. I don't want

1 to suggest otherwise. But I don't think it's quite fair to say
2 that there's no effort being made to measure, assess, determine
3 whether or not we're making progress.

4 Any other comments? I know that we have some other
5 people who would like to be heard from at this point.

6 MR. SNELLING: Well, real quick, Judge, if I can just
7 chime in.

8 THE COURT: Sure.

9 MR. SNELLING: I heard a comment that CPD handpicks
10 people to meet with and that we're not meeting with the
11 Coalition. I personally met with the Coalition twice in my
12 office, and once just recently. And I'm open for the Coalition
13 to show up at every level, to show up to our trainings. We've
14 opened up training for everyone to sign up. So we welcome the
15 Coalition to come in, because if we're going to educate people
16 and we're going to partner in this way, we need everybody on
17 board to know what's going on. So there is a level of
18 transparency.

19 When it comes to the deadlines, Judge, it's important
20 to understand that when we're putting deadlines on things that
21 are negotiated amongst everyone, if we don't come to a total
22 agreement by deadline, it looks like a missed deadline. I'm
23 not -- I don't want to invest in just deadlines. I want to
24 invest in relationships and people.

25 This is what's important. What's important is to get

1 to people who are in these communities. And I want a diverse
2 group of people in communities, not people who just are
3 thinking on one side. I want to know what everyone in those
4 communities are thinking. And that's what the strategic plan
5 does. It pushes us out further.

6 I know that, you know, we're speaking about what
7 happened when the Consent Decree started six years ago. I've
8 been sitting here for a year and a half. And what we're doing
9 moving forward has made a difference and I'm sure we'll see
10 that moving forward, and we're going to continue to move
11 forward.

12 Now I don't expect people to get on board immediately
13 and say CPD is just doing great right now, because there is a
14 history, there is a history of mistrust, and that history goes
15 back, you know, triple digit years. So to assume that we're
16 just going to gain trust overnight, until the action is taken,
17 until things are actually in place, there's really -- it's
18 going to be hard to measure a plan. So whatever plans were
19 here prior to my getting here, we're doing a lot of what's
20 already in that strategic plan. It's documented. We're open
21 and transparent for whatever it is that we can provide for
22 everyone.

23 This is going to be an open door and an open book. So
24 everything that we're doing is going to be posted. So I
25 believe that we've made some really good headway with the IMT,

1 with the OIG, and we're going to continue to do that.

2 And, again, the Coalition, along with everyone else in
3 this City, I welcome you to step into anything that we invite
4 you to, be that the training and what we're doing moving
5 forward to take action on the strategic plan that's in place.

6 MS. GINGOLD: Your Honor, may I just respond briefly?

7 THE COURT: Sure.

8 MS. GINGOLD: First, just thank you, Superintendent.
9 And we will certainly follow up with you to engage further and
10 we always appreciate the invitation.

11 And, Your Honor, I do just want to clarify, when we
12 are talking about outcomes, we acknowledge that the Monitor's
13 report monitors progress, but a lot of that progress is related
14 to policy development and training on policies. What we are
15 looking for more specifically is outcome from the City about
16 the actual policing that's happening on the ground.

17 So, for example, in the crisis section, we have no
18 data out there about what is the use of force on people when
19 crisis calls are made. There's a whole data reporting
20 component of the crisis section that right now has been shown
21 as not being compliant.

22 So I think when we're talking about outcomes, we
23 acknowledge that progress is being monitored and we appreciate
24 the progress that we are seeing in the Monitor's reports, but I
25 think where we're at six years in, we want to see more of the

1 hard data of what is happening when police go out on the
2 streets and are policing the population and how can we kind of
3 respond to that. And I think when we look at the strategic
4 plan, we are looking for it to be grounded in the benchmarks
5 and data of what is happening right now so that we can build
6 from there and make sure that we're moving forward and all on
7 the same page about kind of what is working and what isn't
8 working.

9 MR. SNELLING: The strategic plan in and of itself is
10 an overarching strategy of how we get to what you're talking
11 about. The transparency piece and the posting of that data and
12 that information is going to reach the goal of what you're
13 asking for. So we're going to continue to push forward in that
14 way. Our dashboards, as we continue to build them, will have
15 that information.

16 And when we're talking about specific things, it's
17 hard to put all of those specific things in a strategic plan,
18 which is why we have to have an overall goal of being
19 transparent and being communicative, because we have to make
20 sure that we're communicating.

21 So when you're asking for things, we, as CPD, need to
22 be responsible for getting back to you and we need to get that
23 feedback out to people, and that's a major goal here.

24 One of the things that we've heard most of all is that
25 we provide ideas, but those ideas that we provide, we're not

1 getting any feedback on.

2 So right now, part of the strategic plan is to have
3 every district commander with all of our officers out there,
4 now with the Community Policing mindset, because that's going
5 to be driven by each district commander and each strategic
6 plan. And in those strategic plans, they will address the
7 concerns of their communities, and those concerns could be
8 different across the board. And we're going to make sure that
9 there's a feedback loop for people who voice their concerns
10 from the community, so that they know and understand that we're
11 listening to them, we've heard their voices, and we've
12 responded.

13 So as we move along, we -- obviously we still have
14 work to do. All right? And we've got a lot more work to do
15 and we're planning around that. And this is the focus now, to
16 be as transparent as humanly possible, and we will get there.
17 The strategic plan is not going to have all of the details in
18 it of what it is that we're actually doing. But the strategic
19 plan is a plan for CPD to follow through with a particular
20 mindset, heart set, skill set, that's going to get us to that
21 level of not only compliance, because compliance is just a
22 word, we want to see meaningful change and reform within CPD.

23 And to do that, it's going to take a while. When
24 we're talking about 12,000 members, we have to try to get to
25 each and every one of them. And in order for them to learn

1 these new things that we have them doing, we have to unteach
2 them the old things. And that's our focus right now.

3 And that's what I'm talking about when I say develop
4 our workforce, making sure that our officers have a clear
5 understanding, and all of our members, not just our officers,
6 but our civilian population within the Department, we're going
7 to make sure that the goal and the focus is reform. We want a
8 much better, more professional police department, and we want
9 our police department to be a part of the community. That's
10 going to take time, but we're going to do everything we need to
11 do to get there.

12 So I hear you. And I listen. That was one of the
13 criticisms of my mother, that I listen too much, that I'm
14 nosey, but I pay attention to the needs and the concerns of
15 everyone. So we hear you and we're working on those things.

16 THE COURT: All right. Thank you.

17 I think we have just a few more people that would like
18 to be heard. Any wrap-up comments from the City right now,
19 beyond what we just heard?

20 MR. SLAGEL: The superintendent covered everything for
21 the City. Thank you, Your Honor.

22 THE COURT: All right. Anything further from the
23 attorney general?

24 MS. GRIEB: No, Your Honor. Thank you.

25 THE COURT: All right. And from our Monitoring Team?

1 MS. HICKEY: I just wanted to say thank you to
2 everyone that presented today. And just a reminder, if you
3 would look at our website, CPDMonitoringTeam.com, you will find
4 all of the dates for 2025 and the tentative topics.

5 I also wanted to ask the Court, if you would -- I
6 believe you did it at this last -- one of the last meetings,
7 but a reminder to everyone in attendance that the Court has
8 very strict rules about recording, and that is whether or not
9 you are in the courtroom or on video. So I just wanted to turn
10 that over to you, Your Honor, if you wanted to elaborate on
11 that.

12 THE COURT: All right. Thanks for the prompt.

13 Our court rules and the standing orders of the Court
14 prohibit recording or broadcasting court hearings, and that
15 certainly includes what's happening today. I know that that
16 information is available in the orders that we enter and it's
17 available on the Court's website. But as a reminder, we do
18 prepare a transcript and the transcript will be available. I
19 know the Monitor posts it. But the official transcript is the
20 record, not what somebody might record and try to maintain on
21 their own. Please recognize that requirement.

22 Okay. Well, I will look forward to seeing everyone
23 again a month from now and I thank you for participating this
24 afternoon.

25 MS. HICKEY: Thank you, Your Honor.

1 MS. GRIEB: Thank you.

2 MR. SNELLING: Thank you, Judge. Thank you, everyone.

3 THE COURT: Thank you.

4 (Concluded at 1:59 p.m.)

5

6

o o o o o o o o o o o o o

7

8

9

I certify that the foregoing is a correct transcript,
to the extent possible, of the record of proceedings in the
above-entitled matter, given the limitations of conducting
proceedings remotely.

10 /s/ Hannah Jagler

May 16, 2025

11 Hannah Jagler, RMR, CRR, FCRR
12 Official Court Reporter

13

14

15

16

17

18

19

20

21

22

23

24

25