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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
) October 14, 2025
Defendant.) 1:03 p.m.

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

APPEARANCES:

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Jeremy Aregood, COPA
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LaKenya White, COPA
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Superintendent Larry Snelling, CPD

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

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PROCEEDINGS REPORTED BY STENOTYPE
TRANSCRIPT PRODUCED USING COMPUTER-AIDED TRANSCRIPTION

1 (Proceedings heard by video:)

2 THE COURT: Okay. Good afternoon, everyone. Welcome.

3 I know that we have a full agenda for the afternoon
4 and I just want to review quickly what those -- some of those
5 items are.

01:04:02

6 We're going to talk about the Workforce Allocation
7 Study, get a presentation from COPA, field training and
8 evaluation program overview, and we'll hear from the coalition.
9 We'll also hear closing remarks from LaKenya White of COPA,
10 from Superintendent Snelling, from the Office of Attorney
11 General, and then I'll make some final comments as well.

01:04:20

12 I want to begin by asking the Monitor to introduce
13 their selves and say hello.

14 MS. HICKEY: Good afternoon, Your Honor. Thank you
15 very much for convening us here today for the monthly status
16 hearing. For those of you joining for the first time, my name
17 is Maggie Hickey and I am the independent Monitor of the
18 Consent Decree. We have a full schedule for today's hearing so
19 I will try to be brief.

01:04:35

20 In short, today, we will hear from the City of
21 Chicago, the Chicago Police Department, and Civilian Office of
22 Police Accountability, COPA, and the Office of the Illinois
23 Attorney General regarding updates for the Chicago Police
24 Department's Workforce Allocation Study, COPA's compliance
25 efforts, and CPD's field training evaluation program.

01:04:49

01:05:08

1 Originally the parties had intended to also discuss updates
2 from the Bureau of Internal Affairs but those updates will now
3 be provided at a later date, potentially January of 2026.

01:05:25

4 Also rescheduled from this month until next month,
5 November, is an update on the crisis intervention section.
6 Earlier this morning the Court, the Independent Monitoring
7 Team, and the parties discussed the remaining topics for the
8 public hearings this year and selected public hearing topics
9 for 2026.

01:05:41

10 These conversations are ongoing and I hope to be able
11 to report the full schedule of topics for 2026 in December of
12 this year. When topics are set or revised, the Independent
13 Monitoring Team will work to keep those agenda items updated on
14 our website, CPDMonitoringTeam.com

01:05:58

15 The Court and the parties did agree today that barring
16 holidays or unusual circumstances, the Court will continue to
17 host public hearings through 2026 at 1 p.m. on the second
18 Tuesday of every month.

01:06:16

19 Separately, I also wanted to highlight that the
20 Independent Monitoring Team provided the parties drafts of the
21 monitoring report for the 12th reporting period. This report
22 provides our assessments of the City of Chicago and the CPD's
23 compliance efforts through June 30th of 2025.

01:06:34

24 We received their final comments to the report last
25 week and we intend to file IMR-12 this week.

1 In agreement with the parties, we will provide more
2 updates on the content of this report during next month's
3 public hearing. And at that time, we also hope to hear from
4 CPD and the Office of the Attorney General about the
5 accomplishments under the Consent Decree and the existing
6 challenges.

01:06:51

7 As a brief preview of our report, we are encouraged by
8 the CPD's recent compliance progress. CPD's leadership is
9 prioritizing compliance with the Consent Decree, and that is
10 making a meaningful difference towards fulfilling the Consent
11 Decree requirements.

01:07:07

12 The report will also signal that there is still
13 considerable work that remains. This reporting period, for
14 example, the parties and the Coalition began discussions
15 regarding increases related to the use of force. We are
16 hopeful that these ongoing discussions will result in continued
17 progress for the CPD and community partnerships.

01:07:23

18 Sustained focus, transparency, and partnership with
19 Chicago communities will be essential to turn the current
20 compliance momentum into a safer Chicago with self-sustaining
21 constitutional and effective policing

01:07:42

22 Finally, I wanted to quickly recognize that Chicago
23 communities and officers are currently facing historic
24 challenges related to federal law enforcement, City ordinance,
25 Illinois law, and the Constitution.

01:08:02

1 We will continue to impartially monitor and report on
2 the City and the CPD's abilities to meet the terms of the
3 Consent Decree as many public servants, officers, and community
4 members step up to meet this moment by continuing to dedicate
01:08:19 5 themselves to safeguarding the rights and safety of the people
6 of Chicago. We want to thank them for their service.

7 With that, Your Honor, I'd like to turn it over to the
8 City and the CPD for their presentations.

9 THE COURT: Thank you.

01:08:33 10 All right. I think we will hear -- I'd like to hear
11 from the City and from the Office of Attorney General.

12 MR. SLAGEL: The presenter for the City will be
13 Executive Director Allyson Clark Henson to provide a brief
14 update on the Workforce Allocation study.

01:08:58 15 MS. HENSON: Good afternoon. I'd just like to
16 announce some updates regarding upcoming the public webinar
17 regarding our Workforce Allocation study. Purpose for this is
18 to share the latest updates on the Workforce Allocation study,
19 including the upcoming publications of the organizational
01:09:14 20 profile as well as the interim framework reports.

21 These also provide insights into the process and the
22 methodologies that are being utilized, and to offer an
23 opportunity for the public to learn more about how the study
24 will inform future planning.

01:09:29 25 Part of the agenda for this is to include an overview

1 of the study, the presentation of the organizational profile
2 which illustrates the current staffing structure and CPD, also
3 an overview of the interim framework report which outlines the
4 methodologies that will be utilized for the forthcoming
5 analysis, and next steps to final report and implementation
6 plan, and to provide an opportunity for public Q and A.

01:09:49

7 Ways to participate, we invite everyone to join the
8 live webinar which will be held on October 23rd at 5 p.m. You
9 can see that there's a link below, but I also just want to
10 point out the QR code to the right, directly takes you to the
11 registration for that webinar, so if you scan that, it will
12 bring you straight to the registration page.

01:10:07

13 So what's included in the public webinar, as I stated,
14 the organizational profile report, which is a comprehensive
15 overview of the current structure and state of CPD, this has
16 been developed collaboratively with Matrix Consulting Group as
17 well as internal subject matter experts.

01:10:27

18 We will also include an overview of the interim
19 framework report, which details the methodologies that will be
20 utilized for the analytical process, that includes the workload
21 and demand modeling, functional and organizational analysis,
22 geographic integrity and span of control, as well as community
23 and stakeholder input integration.

01:10:43

24 This is going to lay the groundwork for Matrix's final
25 recommendations that will be completed later this year. And,

01:11:02

1 again, to stay engaged, we please encourage everyone to visit
2 our Workforce Allocation study web page. At that page, you can
3 download copies of the reports as they're released. The
4 recording of that webinar if you're unable to attend it live,
01:11:17 5 you will be able to access it there on that web page. And,
6 again, that Q and A portal which is a growing portal of
7 frequently asked questions. We encourage you to visit that.
8 And that QR code on the right takes you to the larger general
9 Workforce Allocation web page. So, again, it's another great
01:11:40 10 QR code to scan as well.

11 If there's any questions, that was our update. We
12 encourage everyone who can attend on October 23rd to please do
13 so.

14 THE COURT: Any questions for Officer Clark Henson?

01:11:55 15 All right. I think we can move on then to a
16 presentation about COPA. All right.

17 MR. AREGOOD: So this is our first time presenting at
18 one of these public hearings, so first I want to thank the
19 Court for welcoming us and I thank everyone here that is
01:12:23 20 invested in our mission. My name is Jeremy Aregood. I'm a
21 staff attorney at COPA. I am joined today by Daisha Muhammad
22 who is to my left off screen, and behind me is Interim Chief
23 Administrator LaKenya White who will give closing remarks and
24 is available for questions after the presentation.

01:12:43 25 We're all presenting from the same room so forgive us

1 for shuffling around as we switch between our presentations.

2 I'm going to give more of an overview about the COPA
3 and the process COPA has made under the Consent Decree since
4 this is our first time in front of the Court here. I'm both
01:12:58 5 going to explain what we've accomplished and what we hope to
6 accomplish ahead.

7 First, a little background on what COPA is and what it
8 does. COPA is a civilian police accountability agency, which
9 is organizationally and structurally independent from the
01:13:12 10 Chicago Police Department. The main role of COPA is to conduct
11 fair, thorough, and timely investigations of Chicago police
12 officers accused or suspected of certain types of misconduct.

13 At the completion of an investigation, COPA summarizes
14 its findings and makes a recommendation for administrative
01:13:29 15 discipline of the officer ranging from retraining to separation
16 from the department. If COPA finds that a pattern of
17 misconduct has emerged across the department, it will also
18 recommend policy changes.

19 COPA provides transparency of its investigations
01:13:43 20 through public quarterly and annual reports, publication of its
21 research and data, and by publishing the summary reports of its
22 investigations. It also participates in community outreach and
23 encourages dialogue with community members about COPA and
24 police accountability.

01:13:54 25 COPA's official vision statement is to be the leader

1 in police accountability by conducting thorough investigations,
2 to advance the culture of policing, and build trust in civilian
3 oversight.

01:14:11

4 COPA's investigative authority stems both from the
5 municipal order establishing it and the Consent Decree. COPA's
6 jurisdiction was carved out to give Chicagoans more trust in
7 the independence and legitimacy of investigations for types of
8 misconduct with strong public interest, or whether there may be
9 concerns regarding the impartiality of an internal

01:14:25

10 investigation.

11 For example, COPA investigates all officer involved
12 shootings and complaints of excessive force, domestic abuse, or
13 illegal searches and seizures among other types of misconduct.

01:14:38

14 COPA has compliance reporting responsibilities for 80
15 of the Consent Decree's 799 paragraphs. Among the many
16 accountability requirements are reforms focusing on intake,
17 investigative practices and timelines, training, transparency,
18 community engagement, and data collection and storage.

01:14:57

19 The City achieves compliance in three stages:
20 Preliminary, secondary, and full. Those stages correspond
21 respectively with compliant policies, compliant trainings, and
22 compliant practices.

01:15:14

23 COPA reached 100 percent preliminary compliance in
24 2023. COPA has reached secondary compliance on all but one
25 paragraph. COPA completed the training on that final paragraph

1 in August of this year and hopes to reach 100 percent secondary
2 compliance at the end of this year's reporting period. COPA
3 has achieved full compliance with 72 of its 80 paragraphs or
4 90 percent full compliance.

01:15:29

5 This chart superimposes all three timelines on a
6 single graph to show how the three compliant stages were
7 reached sequentially in each reporting period. The trends are
8 characterized by major jumps in compliance followed by a slower
9 leveling out as COPA completed compliance paragraphs for its
10 more difficult paragraphs.

01:15:45

11 As of the most recent draft of IMR-12, COPA expects to
12 reach full compliance with 75 paragraphs. Although COPA
13 rapidly progressed through its compliance milestones, COPA's
14 final push for 100 percent full compliance is particularly
15 challenging. Because of the significance of the remaining
16 paragraphs, COPA must take exceptional care to ensure its
17 reforms are complete.

01:15:59

18 COPA does not expect to see the same accelerated rate
19 of compliance it enjoyed in the past, but COPA will continue to
20 aggressively endeavor towards implementing compliance reforms.

01:16:12

21 At the end of the ninth reporting period, the
22 Independent Monitoring Team began emphasizing the need for
23 improved communication and collaboration between COPA and CPD.
24 COPA believes that increasing communication in the following
25 periods has paved the way for significant compliance progress.

01:16:29

1 And COPA looks forward to more collaboration with CPD and other
2 interested entities regarding the remaining paragraphs.

01:16:45

3 I'm going to hand it over to Daisha Muhammad for a
4 quick presentation on COPA's mediation program, which is one of
5 our final paragraphs.

6 MS. MUHAMMAD: Thank you, Jeremy.

01:17:03

7 Thank you so much. I am -- I'm really excited to be
8 here today. Good afternoon. As Jeremy said, my name is Daisha
9 Muhammad. And I joined COPA in August of last year to manage
10 the buildout of the community police mediation program.

01:17:28

11 The mediation pilot has taken a phased approach in its
12 rollout. During Phases 1 and 2, the pilot operated from
13 October 1st to December 31st. By the end of Phase 2, the pilot
14 saw upwards of 176 referrals, 15 mediations were actually held,
15 with an 87 percent resolution rate.

16 The majority of the referrals were in the category of
17 operational or personnel violation, which can include failure
18 to provide service, neglect of duty, and conduct unbecoming.

01:17:51

19 Mediation is an alternative dispute resolution model
20 which serves as a tool for eligible complaint types to be
21 resolved using a nondisciplinary remedy. Eligible complaint
22 types include perceived bias, harassment, failure to provide
23 service, neglect of duty, discourteous treatment,
24 unprofessionalism, unnecessary physical conduct, and two of our
25 expanded complaint type categories, which include use of force

01:18:12

1 that does not result in death or serious bodily injury and not
2 otherwise ineligible and Fourth Amendment violation complaints
3 that would not be otherwise ineligible.

01:18:28

4 The last is sort of a catchall. Any conduct not
5 otherwise detailed above that in the view of COPA intake
6 coordinator is likely to have minimal negative impact on the
7 operation or professional image of CPD, or the complainant has
8 conveyed that mediation is the preferred method for resolution.

01:18:51

9 Participation and mediation is voluntary and may be
10 withdrawn at any -- by any of the involved parties at any
11 point. Successful mediation is defined as a process in which
12 the parties have heard, clarified, and understood the issues of
13 each other's point of view. A misconduct case resolved through
14 mediation will result in a closure of the complaint, with no
15 additional investigation or CPD member discipline.

01:19:09

16 Mediation is a nondisciplinary process. So the
17 allegations of misconduct will be closed as mediated when
18 officers participate in good faith. The dialogue held in the
19 mediation is confidential, so the parties can feel free to
20 discuss the conflict and mediations will take place in neutral
21 locations around the city.

01:19:29

22 In regards to Paragraph 511, community engagement for
23 our community mediation program was conducted in partnership
24 with CCPSA and district councils. We have a small but mighty
25 working group made up of our district councils and come CCPSA

01:19:48

1 members. The district councils help to socialize and host our
2 community conversations, community conversation events, and
3 help to widen the reach to obtain feedback to inform program
4 efficacy, identify ways for improvement for long-term
5 sustainability. COPA is seeking full compliance for Paragraph
6 511 in IMR-12.

7 As it relates to Paragraph 512, the community
8 mediation program received a no objection letter from the IMT
9 and the AG's Office in July of this year. COPA's staff
10 attended training on mediation in August.

11 COPA is seeking secondary compliance in IMR-13 and
12 will continue to collaborate with CPD's Bureau of Internal
13 Affairs on parallel policy as we work towards full compliance.

14 Thank you. And I'll pass it back to Jeremy.

15 MR. AREGOOD: Thank you, Daisha.

16 I'll add that COPA would be grateful for the
17 opportunity to give a more in depth presentation in future
18 public hearings on the progress it's made with mediation and
19 also the rest of the remaining parties.

20 Now before we get to closing remarks, I'm going to end
21 the presentation with COPA's community engagement efforts.
22 COPA's communications department helps spread awareness of what
23 COPA does and what it means for the people of Chicago.

24 In the first three-quarters of 2025, COPA participated
25 in 104 community events, which is roughly three events per

1 week. And it expects to visit community events in all 50
2 Chicago wards by the end of the year.

01:21:37

3 This type of community engagement is essential not
4 only for connecting community members with COPA resources and
5 to build trust, but it also helps COPA collect input and stay
6 aware of the concerns and issues that are most important to the
7 city's communities.

01:21:54

8 COPA is honored to host the fifth iteration of COPA
9 People's Academy, which offers a crash course in civilian
10 police oversight and COPA operations to any interested members
11 of the public. It will run from September to October.

12 COPA looks forward to continuing to serve the
13 community and deepening trust with Chicagoans as we turn
14 compliance into meaningful change.

01:22:09

15 Now LaKenya will give closing remarks.

16 MS. WHITE: Hello, everyone. I am LaKenya White and I
17 am the interim chief administrator of COPA. COPA plays a vital
18 role in maintaining public trust and ensuring accountability in
19 policing.

01:22:31

20 While we have faced some internal organizational
21 challenges, these challenges have not compromised our
22 unwavering commitment to this critical work.

01:22:47

23 I am aware of the discourse surrounding occurrences
24 between COPA and the Chicago Police Department. I want to
25 assure you that such decisions are never made lightly. Each

1 nonconcurrency is the result of deliberate and thoughtful
2 process that considers all relevant factors. This conferring
3 process has been an integral part of COPA's operations since
4 inception and remains a key component of effective oversight.

01:23:08

5 Nonconcurrences are not a sign of dysfunction. They
6 are reflection of the independent oversight structure and
7 underpins our mission.

01:23:25

8 The individual who assumes the role of department
9 chief of COPA must be prepared to continue evaluating these
10 matters carefully and making informed decisions. I want to
11 reaffirm that COPA remains strong, resilient, and fully
12 committed to its mission of providing independent and
13 transparent oversight of the Chicago Police Department. Thank
14 you.

01:23:42

15 THE COURT: Thank you, Ms. White.

01:24:03

16 Are there questions for any of the COPA
17 representatives? Not right now? I want to thank you for the
18 hard work that you've been doing, will continue to be doing. I
19 know that your involvement and your efforts to get this -- to
20 involve COPA effectively in all of these areas will be very
21 useful to us.

01:24:19

22 Okay. I think we're ready to turn then to the field
23 training and evaluation program overview.

24 MS. GRIEB: Your Honor, this is Mary Grieb from the
25 Attorney General's Office. Our office has prepared remarks

1 regarding COPA. Can we pivot to those remarks now?

2 THE COURT: Yes, that would be great.

3 MS. HIRSCH: Thank you, Your Honor. Good afternoon.

01:24:37

4 My name is Emily Hirsch and I'm an Assistant Attorney General
5 with the Illinois Attorney General's Office. The focus of
6 today's hearing as we've heard is on the accountability systems
7 for CPD officers, which is an issue at the heart of the Consent
8 Decree.

01:24:50

9 Officers have been entrusted with extraordinary power.
10 When officers misuse that power, they violate the trust the
11 public has placed in them and there must be consequences. In
12 other words, those who enforce the law must also follow the
13 law.

01:25:04

14 The complex system of CPD accountability depends on
15 the coordination of multiple City entities. When officers are
16 accused of misconduct, these entities must provide a thorough,
17 fair, and timely investigation. They also need to share
18 information and in some cases work in tandem.

01:25:20

19 To better understand this process, I'd like to,
20 hopefully, without being too repetitive, give a brief refresher
21 on the role of each of these entities and the accountability
22 system.

01:25:33

23 Administrative investigations into officer misconduct
24 are conducted either by the department itself through the
25 Bureau of Internal Affairs or BIA, or by the Civilian Office of

1 Police Accountability, known as COPA.

01:25:48

2 Administrative investigations result in disciplinary
3 action up to and including termination against an accused
4 officer if there is a sustained finding that the officer
5 engaged in misconduct. COPA has jurisdiction over the most
6 serious allegations against officers, such as uses of force,
7 sexual misconduct, coercion, illegal searches, and biased
8 policing.

01:26:04

9 COPA is a city agency external to CPD. If a complaint
10 doesn't fall within COPA's jurisdiction, it is investigated by
11 the department itself through BIA. BIA's jurisdiction includes
12 complaints that involve allegations of operational violations,
13 conduct unbecoming of an officer, and verbal abuse, among other
14 categories.

01:26:18

15 BIA also conducts criminal investigations of officers.
16 In 2024, approximately 80 percent of complaints filed against
17 CPD officers fell under BIA's jurisdiction.

01:26:36

18 Third, certain complaints can be referred by BIA to be
19 investigated at the district level. This can include
20 complaints such as traffic violations or neglect of duty. The
21 officers assigned to the districts who handle investigation of
22 these complaints are called accountability sergeants.

01:26:52

23 Once an investigation is concluded, the police board
24 may also play a role. If an allegation is sustained, the
25 police board will review the case if the police superintendent

1 recommends that an officer be fired or if COPA and the
2 superintendent do not agree on what discipline should be
3 imposed.

01:27:07

4 Today we're focused on COPA. As they just presented
5 on, COPA has made remarkable progress in developing a data
6 driven, transparent, and community focused approach to its
7 investigations. This progress is reflected in its Consent
8 Decree compliance. COPA has demonstrated full compliance with
9 almost all of their paragraphs.

01:27:22

10 In recent reportings, COPA has achieved compliance
11 with several essential Consent Decree requirements including
12 Paragraphs 439 and 448's requirements on providing regular
13 updates and accurate information to complainants.

01:27:40

14 COPA should also be commended for its dedication to
15 providing clear and specific data about the complaints it
16 receives and the resulting disciplinary outcomes as
17 demonstrated by its recent overhaul of the dashboard on its
18 website.

01:27:53

19 Finally, we know that COPA has been diligently working
20 on developing a mediation program as required by Paragraphs 511
21 and 512. We look forward to the rollout of this program and
22 appreciate COPA's robust community engagement efforts in its
23 development.

01:28:07

24 Full and effective compliance with the Consent Decree
25 will require a showing that COPA is consistently living up to

1 the requirements of the Consent Decree. Finding that level of
2 compliance will require not only a thorough, randomized review
3 of COPA's investigative files to ensure its investigations and
4 recommendations are consistent and thorough, it will also
5 require further coordination and collaboration with other City
6 entities.

7 In one example, progress on that front, in recent
8 months, COPA and BIA have worked together on identifying the
9 aggravating and mitigating factors that both entities will
10 apply in determining disciplinary recommendations as required
11 by Paragraph 513.

12 This kind of collaboration is critical to the success
13 for both agencies. Ultimately for the City to achieve full and
14 effective compliance with the Consent Decree, all
15 accountability entities, BIA, COPA, and the police board, must
16 demonstrate that they work cohesively as part of a whole.

17 All three entities, however, are currently
18 experiencing challenges that impede progress. First, both COPA
19 and BIA are in periods of transition and both operating under
20 interim leadership. The staff in both agencies have admirably
21 stepped up to ensure that investigations continue. They will
22 surely benefit from a consistent vision and leader to move the
23 missions of each entity forward.

24 Second, the police board exists in a state of
25 uncertainty as a lawsuit is pending that will ultimately

1 determine the scope of its authority and the conditions under
2 which it hears cases. While that suit is pending,
3 approximately 20 cases that would have otherwise gone to a
4 hearing and concluded have been on hold, leaving serious
5 disciplinary outcomes in limbo.

01:29:42

6 Finally, BIA continues to experience severe staffing
7 shortages. Dozens of budgeted positions in the bureau remain
8 unfilled, including over 20 investigator positions. The gap
9 left by these empty positions have led to persistent and
10 significant delays in complainant investigations and the
11 majority of investigations open in BIA are not completed within
12 180 days as required by Paragraph 471 of the Consent Decree.

01:30:01

13 BIA's function within the accountability system is
14 critical. It investigates the majority of complaints,
15 including many alleging serious misconduct such as criminal
16 misconduct and substance abuse. Though BIA has made
17 significant strides towards preliminary and secondary
18 compliance in recent reporting periods, the impact of that
19 progress in practice is undermined by the lack of resources and
20 staffing on the ground.

01:30:17

01:30:33

21 For these reasons, addressing BIA staff issues is an
22 essential step of the functionality of the accountability
23 system as a whole and must be a priority for City and
24 Department leadership.

01:30:47

25 To conclude, the Attorney General's Office commends

1 COPA's progress towards full compliance with the Consent
2 Decree. COPA's commitment to accountability and transparency
3 in its investigations can be a model for the City to accelerate
4 its commitment to reforms throughout the Consent Decree.

01:31:04

5 We look forward to hearing more about the status of
6 COPA and BIA's compliance efforts at future status hearings.
7 Thank you for the opportunity to provide these remarks.

8 THE COURT: Thank you, Ms. Hirsch.

01:31:24

9 Are there any questions for the Office of the Attorney
10 General on this issue relating to COPA?

11 All right. I think that we are then ready to turn to
12 the field training and evaluation program overview.

13 MR. WATSON: Blessed afternoon, Your Honor.

14 THE COURT: Good afternoon.

01:31:41

15 MR. WATSON: We are -- turn to the next slide, please.

16 The field training and evaluation section, known as
17 FTEP, primary objectives are to maintain, manage, and overview
18 the day to day functions that occur in the field training
19 program. So the ultimate goal is to provide our city with
20 highly trained -- and our department with highly trained,
21 positively motivated officers who possess training mindsets and
22 tools necessary to serve our community and protect the lives,
23 rights, and property of all people.

01:32:03

24 So immediately following the completion of the
25 training academy, our recruits take an oath of office, and then

01:32:21

1 they're detailed to a district to work with field training
2 officers, which are known as FT0s. FTEP coordinates the
3 assignments of probationary police officers, which are also
4 known as PPOs, to a field training officer, FT0, and this
01:32:41 5 generally takes course for a duration of three months, but if
6 there is -- if it's necessary, then there's additional training
7 provided.

8 FTEP tracks, manages all PPOs during their field
9 training, and this is to maintain that one FT0 to one PPO
01:32:59 10 ratio. And that's done until their probationary period, which
11 lasts 18 months from their hire date.

12 FTEP also revises the field training and evaluation
13 manual and related department directives and that's to reflect
14 updates and ensure compliance with our Consent Decree.

01:33:23 15 So FT0 incentives, so in order to make sure we
16 maintain those officers that we just discussed the best,
17 they -- we have the passing and ratification of the FT0, of
18 the -- I'm sorry, Fraternal Order of Police Contract in 2024,
19 and that enhanced benefits to current and future field training
01:33:41 20 officers.

21 So now our FT0s will receive a raise in pay along with
22 a half an hour overtime pay or compensatory time per day when
23 assigned a PPO within training cycles. FT0s can sell back a
24 hundred hours of their compensatory time they earned for pay.

01:34:02 25 FT0s will receive Crisis Intervention training. And

1 our FT0s will work second or third watch and that's based on
2 our operational needs and will only be assigned on the first
3 watch upon their request. Now FT0s may retain their district
4 of assignment or be considered for a new district of
5 assignment.

01:34:21

6 The field training officer service award is given for
7 a minimum of three years as an FT0. FT0s will be issued a
8 tablet, if available.

9 FT0s have priority to test and evaluate new equipment
10 and uniform components. And that's actually a good thing.
11 That actually helps -- who better to actually do that besides
12 our FT0s who are actually out there to make sure we have the
13 best equipment and uniform components. Can we move to the next
14 slide, please.

01:34:35

15 So there was a new budget in FT0 testing. So in 2024,
16 the Chicago Police Department increased its field training
17 officer, FT0, staffing budget, and that raised the number of
18 our FT0 positions from 280 to 450.

01:34:56

19 Eligibility and minimum requirements for FT0s are
20 determined by our human resources division.

01:35:16

21 So how does this help the field training program?
22 This ensures that the FT0, one to one PPO ratio is maintained,
23 so now our program no longer needs the act of FT0 as of
24 August 2024. And it ensures that every PPO was able to be
25 trained with a different FT0 during each training cycle.

01:35:39

1 2024 testing, we had 255 candidates that participated
2 in the FT0 exam and out of which, 157 were promoted from the
3 FT0 exam in 2024.

01:35:59 4 In our 2025 testing, we administered the department's
5 first digital exam and that was in Quarter 1 of 2025. And we
6 had 111 candidates participated in that FT0 exam, out of which
7 96 passed, and 42 were promoted in May of 2025. And there's a
8 promotional class that's tentatively scheduled to begin in
9 November of 2025.

01:36:21 10 Field training evaluation section, to conduct surveys
11 and identify the progress and needs of our FT0s and PPOs.
12 These survey responses measure effectiveness, attitudes, and
13 expectations. FT0s complete the survey quarterly, and our PPOs
14 complete during their final training cycle.

01:36:45 15 Has continued communication and coordination with the
16 training academy, and that's to ensure effectiveness,
17 performance objectives, and training are discussed and
18 addressed.

01:37:00 19 FT0s are invited to attend a 40-hour instructor
20 academy, and that allows them to assist with FT0 pre-service
21 and inservice training and providing an opportunity for all who
22 are trained.

01:37:17 23 FT0 refresher courses are conducted annually, and our
24 pre-service FT0 classes are conducted one to three times per
25 year.

1 The instructor academy helps FT0s become -- this helps
2 FT0s become subject matter experts, better leaders, and more
3 effective teachers by using best practices and methods in
4 delivering instruction to PPOs and FT0s.

01:37:31

5 So from recruit to field qualified, that lasts three
6 months, unless additional training is up to six months total if
7 needed.

01:37:53

8 FT0s complete daily observation reports and that's to
9 track the PPO's performance, along with monthly and final
10 summary reports. Now there's a designated sergeant to review
11 and approve all the reports. The watch commander reviews and
12 approves the final summary report. And the PPOs are deemed
13 field qualified or given one month of additional training if
14 they're not.

01:38:09

15 After the fourth month of additional training, if the
16 PPO is not deemed field qualified, the PPO must return to the
17 training academy for additional detailed training.

01:38:29

18 The training academy determines if the PPO is eligible
19 for an additional month -- or field training should be referred
20 to the Field Training Review Board. The Field Training Review
21 Board conveys and they vote on separation or if necessary
22 additional training for our PPO.

01:38:52

23 Daily observation reports, which are known as DORs.
24 Recently, updates to the DOR grading scale and performance
25 categories have been implemented and that is to comply with our

1 Consent Decree requirements. The DOR is designed to rate and
2 evaluate our PPO's observed behavior daily and that's across
3 the following performance categories, as you can see below,
4 Number one being vehicle operation, and number two is written
01:39:13 5 communication, number three is professionalism and respect, and
6 that's a new add-on. Number four is our Community Policing and
7 Constitutional Policing, which has been revised. Number five,
8 patrol procedures. Six is arrest procedures and procedural
9 justice, and that has been revised as well.

01:39:32 10 Traffic enforcement is number seven. Use of force,
11 deescalation, force mitigation is -- which has been revised.
12 Criminal laws and criminal procedures. Emotional intelligence,
13 that's a new addition. Along with our uniform appearance and
14 equipment standards is also a new addition to the DORs.

01:39:58 15 So our current Consent Decree compliance, what this
16 chart actually illustrates is the IMR period 11, which ranges
17 from July 1st of 2024 to December 31 of 2024.

18 And so during that reporting period, you can see we
19 are in preliminary -- we have 79 percent compliance, and then
01:40:22 20 within secondary, we have 21 percent, which is in secondary
21 compliance.

22 And looking ahead into our IMR-12 reporting period,
23 and that's from January 1st of 2025 through June 30th of 2025,
24 we look forward to achieving further compliance and continued
01:40:40 25 progress across all fields of training and evaluation program.

1 And that's what our Paragraphs of 298 through 316.
2 And so in closing, we will -- FTEP section will continue its
3 ultimate goal and that is to produce highly trained, positively
4 motivated police officers, who possess the training mindset and
01:41:06 5 tools necessary to serve our community and protect the lives
6 and rights and property of all people within the City of
7 Chicago. Thank you.

8 THE COURT: Thank you, Officer Watson.

9 I think we're ready -- we're going to hear from the
01:41:20 10 Office of Attorney General on this issue as well; correct?

11 MS. GRIEB: Yes, Your Honor. Thank you.

12 Good afternoon. My name is Mary Grieb and I'll be
13 offering brief comments on behalf of the Attorney General's
14 Office regarding the field training and evaluation program.

01:41:34 15 Training along with effective supervision and
16 accountability is a critical mechanism to move reforms from the
17 page into practice. As we just heard from Commander Watson and
18 the department, the field training and evaluation program,
19 which is governed by Paragraphs 298 to 316 of the training
01:41:54 20 section of the Consent Decree, is a critical tool to ensure
21 that new police officers or PPOs have the necessary skills
22 required to deescalate or use force in accordance with the law,
23 CPD policy, and CPD's commitment to the sanctity of life, and
24 the department has instilled in them the principles of safe,
01:42:15 25 effective, and lawful policing.

1 In the last several monitoring periods, the department
2 has made meaningful progress with the FTEP program. As a few
3 examples, that includes the commendable progress the department
4 has made ensuring a sufficient number of field training
5 officers to comply with Consent Decree requirements.

01:42:32

6 While the Attorney General's Office has noted concerns
7 about staffing and other critical units at CPD, the department
8 has made real progress here as we heard from commander Watson.
9 Although CPD has faced challenges staffing the FT0 position in
10 the past, recently we commend CPD for meeting the one to one
11 field training officer to probationary police officer ratio,
12 which is a requirement of Paragraph 305.

01:42:50

13 As another example of progress, as a result of surveys
14 completed by PPOs and FT0s at the end of each field training
15 cycle, the department has made changes to its recruit training
16 and field training curricula based directly on this feedback
17 from officers.

01:43:10

18 As we heard from CPD, the department has also upgraded
19 its daily observation report program to track the field
20 training progression of probationary police officers. This is
21 exactly the type of data collection and analysis that will not
22 only advance the department's compliance levels but it will
23 also allow the [audio interference] rewarding organization,
24 making decisions, and improvements based on the data it
25 collects.

01:43:28

01:43:48

1 We expect the monitoring report filed later this week
2 will reflect this progress the department has made. And to
3 build on this progress, we encourage the department to increase
4 its compliance with the remaining Consent Decree requirements
01:44:04 5 relating to the FTEP. This includes, for example,
6 Paragraph 303, which requires field training officers to
7 receive initial and refresher training on several subjects,
8 including management and mentoring, community policing,
9 effective problem solving, and field communication.

01:44:23 10 Although this training has been occurring according to
11 the eighth independent monitoring report, so about two years
12 ago, secondary compliance with this paragraph will require
13 sufficient documentation of effective training delivery.

01:44:41 14 Paragraphs 308 to 311, for example, generally require
15 that field training officers complete written reports,
16 detailing a probationary police officer's progress towards
17 completing their field training, including recommendations for
18 any needed remedial field or classroom training.

01:45:00 19 We are hopeful that the new software program and DORs
20 discussed by Commander Watson today will drive further
21 compliance with these requirements in the coming monitoring
22 periods.

01:45:17 23 The FTEP is an important aspect of cultural change.
24 The one on one field training and mentorship that field
25 training officers provide is very influential for brand new

1 police officers. This makes the selection and training of FTOs
2 all the more important.

01:45:33

3 Your Honor, I appreciate the opportunity to give
4 remarks on this program on behalf of the Attorney General's
5 Office.

6 With the Court's permission, we've also prepared
7 remarks regarding the Workforce Allocation study and
8 supervision section. If my colleague Ms. Meth could deliver
9 those remarks?

01:45:43

10 THE COURT: That would be great. Sure.

11 MS. GRIEB: Thank you, Your Honor.

12 MS. METH: My name is Elena Meth and I'm speaking
13 today as the section lead of the supervision section and on
14 behalf of the Illinois Attorney General.

01:45:57

15 As you've heard, we are here today to talk in part
16 about the Workforce Allocation study, which falls under the
17 supervision section of the Consent Decree.

18 (Audio interruption.)

19 (Interruption by court reporter.)

01:46:23

20 MS. METH: -- intervention, officer safety, and
21 wellness and accountability. Effective supervision is
22 foundational. Supervision -- excuse me, supervisory
23 requirements are therefore embedded throughout the sections of
24 the Consent Decree.

01:46:33

25 The supervision section itself is located at

1 Paragraphs 341 through 376. It focuses on the underlying
2 systems that can enable effective supervision in any context.
3 While the hearing today has touched on the Workforce Allocation
4 study, the supervision section covers issues across five big
5 areas of reform: Effective supervision, unity of command and
6 span of control, performance evaluations, early intervention
7 systems and efficient workforce allocation.

01:46:51

8 Effective supervision is captured by umbrella
9 Paragraphs like 352, 353, and 355, that reference supervisory
10 duties in other sections of the Consent Decree. Unity of
11 command and span of control are two technical terms for common
12 sense concepts, but essentially supervisors on patrol should
13 have no more than ten officers assigned to them at a time and
14 should consistently supervise the same officers to provide
15 better support.

01:47:13

01:47:33

16 The unity of command and span of control system has
17 been piloted in three districts so far, in Districts 4, 6, and
18 7, and CPD is planning to expand the pilot to several
19 additional districts in the next year. The performance
20 evaluation system, the Consent Decree calls for an overhaul of
21 CPD's performance evaluation system to require and reward
22 direct oversight and meaningful supervision for officer
23 development and accountability.

01:47:49

24 As of the 11th reporting period, the monitor assessed
25 CPD and preliminary compliance for the performance evaluation

01:48:06

1 system, although the CPD is currently working to roll out a new
2 performance evaluation system. Early intervention, a well
3 functioning department needs a system to step in when officers
4 might be struggling with something, personal or professional,
5 and are at risk for behavior that could endanger themselves or
6 others.

01:48:25

7 The CPD has made substantial progress toward early
8 intervention compliance, for example, through its monthly CPD
9 and Me newsletters in which the department relays important
10 professional and personal employee resources.

01:48:40

11 A comprehensive Workforce Allocation study, the 2017
12 Department of Justice report emphasized that promoting
13 additional officers alone will not resolve the supervision
14 issues that have plagued CPD for years, stressing that CPD
15 needed to deploy officers and supervisors pursuant to a
16 comprehensive staffing analysis. This analysis is required
17 under Paragraph 356 and more recently was mandated under a city
18 council ordinance. The parties will discuss and have discussed
19 the status of the study in more detail today.

01:48:58

20 These systems are important for a strong foundation
21 and their values and their implementation. Officers will be
22 better supported to police safely and develop in their careers,
23 supervisors will know how to intervene to provide support
24 earlier and to step in to ensure accountability, and community
25 members' daily experiences with CPD officers should reflect

01:49:18

01:49:36

1 growing confidence in CPD's supervision.

2 The Workforce Allocation study is one such topic
3 necessary for this growth and we're eager to provide our
4 comments on it today.

01:49:51

5 The Attorney General's Office commends the City for
6 starting the comprehensive Workforce Allocation study, and that
7 it's on track for completion in early 2026 as scheduled. The
8 study is, as I mentioned, required under Paragraph 356 and
9 affects the success of almost every section of the Consent
10 Decree.

01:50:08

11 The study is essential for ensuring CPD will be able
12 to meet goals of the Consent Decree. For example, as CPD plans
13 to expand its unity of command and span of control pilot system
14 to new districts, additional supervisor level members may need
15 to be promoted or shifted from other districts to meet the
16 required ten to one ratio.

01:50:25

17 The biggest priority for our office in the study is
18 still transparency from Day 1 design to results and
19 recommendations. However, while we appreciate the updates the
20 City has provided today, in August, and when the study launched
21 in January, the City must increase that transparency.

01:50:42

22 Based on the City's presentation today, the Matrix
23 Consulting Group has worked with CPD to complete the
24 foundational phase, project planning, and department member
25 interviews, as well as the current state assessment, building a

01:50:59

1 CPD staffing profile and analysis framework. Matrix is
2 currently working on performing a staffing analysis for patrol
3 and non-patrol positions and is developing a model based on
4 that analysis and the staffing profile.

01:51:17

5 While this is good and important progress, OAG urges
6 the City to convey the results of these phases to the public
7 more frequently and more transparently.

01:51:34

8 Before starting the Workforce Allocation study, Matrix
9 and CPD created a timeline for reporting out to the public on
10 the status of the study. Initially, community engagement
11 schedule was set out to report in March, May, June or July,
12 September or October, November, and December or January when
13 the study was completed.

01:51:54

14 However, the only public engagement that has occurred
15 so far was in May where CPD held a webinar connected with the
16 Advancing Community Focused Policing Project. Though we are
17 encouraged by the future scheduled public webinar for
18 October 23rd that CPD detailed earlier, this is concerning to
19 our office and to many community members.

01:52:10

20 As the Workforce Allocation study heads into its final
21 phases, we urge the City and Matrix to act transparently,
22 solicit feedback, and further share results with the public.

01:52:29

23 To sum up, Your Honor, this study will provide vital,
24 data driven insight into CPD's staffing decisions through the
25 department and the City. It has -- its success has the

1 opportunity to not only accelerate compliance with the Consent
2 Decree, but to drive meaningful change in how CPD officers
3 police every day. Thank you for the opportunity to provide
4 remarks.

01:52:44

5 THE COURT: Thank you, Ms. Meth. I'm sorry I
6 overlooked your contribution earlier.

7 Are there questions or comments for any of the OAG,
8 Office of Attorney General speakers?

01:53:03

9 The next item on the agenda is a statement from the
10 Coalition, but I understand that they have chosen not to make a
11 statement this afternoon.

01:53:22

12 So we are ready then to hear closing remarks from
13 LaKenya white, from Superintendent Snelling, again from the
14 Attorney General, and from the monitor. So why don't we
15 begin -- any closing remarks from COPA? Let's start there.

16 MS. WHITE: Thank you, Judge. Just to reiterate, we
17 appreciate this opportunity to present COPA's great work that
18 we're doing, and we just continue to look forward in trying to
19 reach a hundred percent compliance. So thank you so much.

01:53:39

20 THE COURT: Thank you. Superintendent Snelling, if
21 you're with us and would like to make a statement, you're
22 certainly welcome to do that now.

23 MR. SNELLING: I am with you, Your Honor, and thank
24 you for the opportunity. Thanks to everybody on the call.

01:53:52

25 Just want to go over just a few things. I'll try to

1 be brief. I know we're coming to the end of the call. Our
2 relationship with COPA, it -- you know, we don't always agree
3 on everything and we're not going to and we shouldn't. It
4 creates a better conversation so we have more effective
01:54:13 5 oversight. We've had multiple discussions, I've had multiple
6 discussions with the new chief administrator or the acting
7 chief administrator LaKenya White. The conversations have been
8 great on how we're going to work around making sure that not
9 only is there transparency but there is effective oversight,
01:54:34 10 and when it comes to discipline, that we're holding officers
11 accountable when absolutely necessary.

12 She also reached out for training, so we're training
13 across the board to get all of the members at COPA training
14 with our academy and how we are training our officers to go out
01:54:58 15 and police. So I believe that that's effective, and I'm
16 looking forward to working with her more in the future, because
17 I believe that we're going to make some serious, serious
18 progress by doing this.

19 So I just wanted to thank the admin chief
01:55:17 20 administrator for just participating and stepping up and doing
21 a really great job of getting herself involved with CPD so that
22 we have a better understanding of each other.

23 So when it comes to our field training officers, that
24 is the foundation of any officer when they walk in the door.
01:55:32 25 And we have to make sure that we have the best possible people

1 introducing them to street level policing. So everything that
2 they have before they get to the street is all training and a
3 lot of it is scenario based training, along with report writing
4 and things of that nature.

01:55:49

5 One of the things that I want to make sure that our
6 officers are being developed on, skill set, mindset, and the
7 one additional thing that we need to add that was always lost
8 in policing is the heart set, the ability to show empathy when
9 our officers are out in the field.

01:56:07

10 And that's a major part and a major component of what
11 we want our officers to do. Community engagement,
12 deescalation, the ability to show and start everything with
13 respect, and now with the data collection and analysis, we're
14 able to look at the development of these young officers and
15 determine patterns of practice, or if they need to be
16 reevaluated or even if these people are right for the job.

01:56:29

17 So that's going to be helpful to us moving forward, so
18 I really appreciate the work that's being done in patrol, and
19 over at OCPR. I know just the excellent work that they're
20 doing addressing these issues.

01:56:48

21 I do look forward to coming into high levels of
22 compliance with the new FTO program, because it's important
23 that we get there, but it's also more important that we get
24 there doing it the right way. And that's going to be
25 effective.

01:57:06

1 Lastly, leadership developments, which is the most
2 important thing to talk about, issues that were brought up by
3 the OAG, and I'd like to thank everyone and thank you for your
4 comments, Emily Hirsch, Mary Grieb, and I believe it's Elena
01:57:24 5 Meth, just talking about the things that are important to move
6 forward here with the department.

7 Our leadership development is extremely important,
8 especially when we're talking about unity of command, span of
9 control. Having -- and we know that in the past with Chicago,
01:57:44 10 it's been a challenge trying to keep one supervisor with the
11 same officers over and over again. We've made a great effort
12 in doing that. We've piloted this in three districts, but we
13 plan to expand this to more districts as we go along.

14 Obviously we're also waiting on the results of the
01:58:05 15 Workforce Allocation. So we're doing everything that we can
16 there to make sure that we get the best possible information
17 out of Matrix to make that happen.

18 Our performance evaluation system, this is where
19 leadership comes into play. When we create the best possible
01:58:21 20 system for our officers to go and evaluate our officers and
21 document clearly and accurately the behavior of our officers,
22 where officers need to develop what they're doing well and what
23 can be done better, I think that's going to be more effective
24 for all. And we have to make sure that we have the right
01:58:39 25 program in place so that it's at it's most effective.

1 And lastly, early intervention program, starting with
2 FTOs, leadership who can recognize issues, behavioral issues
3 that surface, patterns of practice, officers who are not doing
4 well, this will help us identify problems early, address those
01:59:06 5 issues early. And if our officers need training, if they need
6 help, we'll be able to step in and get those things done.

7 So that's all I have for now, Your Honor, but just
8 want to say to everyone on the call, I just really appreciate
9 everyone's input. It seems like we're moving in the right
01:59:26 10 direction, moving down the right path. I don't believe any of
11 this is adversarial at this point. I believe that we're all
12 working and we raised issues that we see and we're addressing
13 them on both sides. So I just want to thank everyone here, and
14 I really have to thank my team for all of the work that they're
01:59:42 15 doing and thank Allan for, you know, bringing all of the issues
16 to us to the table.

17 I got to thank the IMT and the work that's being done
18 there. Got to thank Maggie Hickey for pushing everything in
19 the right direction. So thank you everybody on the call for
01:59:55 20 all of the great work that's being done.

21 THE COURT: Thank you, Superintendent Snelling, not
22 only for your comments but for your time this afternoon in
23 hearing us.

24 Any final comments from the Attorney General's Office?

02:00:10 25 MS. GRIEB: Yes, thank you, Your Honor. We would just

1 like to thank all of the presenters from the department and
2 from COPA and from the City on the information they've provided
3 today and thank you to the Court and the Monitor for providing
4 our office a chance to give our perspective on where the
5 successes have happened and where the challenges remain. So
6 thank you, Your Honor.

02:00:26

7 THE COURT: Good. Well, I appreciate those comments
8 too and I feel like we are going in the right direction. It
9 can be slow sometimes, it can be frustrating sometimes, but we
10 stay at it and we've got, you know, a good -- I think the whole
11 group here is a good team and has its eyes heading in the same
12 direction at this point.

02:00:42

13 Any final comments from the monitor?

14 MS. HICKEY: I just wanted to thank everyone for
15 participating today, and a reminder that the next hearing is on
16 November 18th at 1 p.m., Rescheduled from the 11th because the
17 11th is a holiday. It's a change from our second Tuesday of
18 the month. It's a reminder for everyone to mark your calendars
19 for November 18th at 1 p.m.

02:00:55

20 THE COURT: Got it. All right. Thank you. Thanks,
21 everyone. I think that concludes our hearing this afternoon
22 and I think we're ready to say goodbye until next month.
23 Thanks.

02:01:14

24 (Concluded at 2:01 p.m.)

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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.

/s/ Hannah Jagler February 9, 2026
Hannah Jagler, RMR, CRR, FCRR
Official Court Reporter