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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
) January 13, 2026
Defendant.) 1:04 p.m.

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

APPEARANCES:

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Also Present: Retired Chief Alfred Durham, Associate
Monitor
Former Chief Rodney Monroe, Deputy
Monitor
Commander Roderick Watson, CPD
Captain Kevin Barry, CPD
Deputy Chief Traci Walker, Bureau of
Internal Affairs
Superintendent Larry Snelling, CPD

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Court Reporter: HANNAH WILLIAMS, RMR, CRR, FCRR
Official Court Reporter
219 S. Dearborn Street, Room 2504
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PROCEEDINGS REPORTED BY STENOTYPE
TRANSCRIPT PRODUCED USING COMPUTER-AIDED TRANSCRIPTION

1 (Proceedings heard by video:)

2 THE COURT: Good afternoon, everybody, and thank you
3 for joining me for our first public hearing of the calendar
4 year 2026. I want to wish everybody a Happy New Year and
5 productive year with respect to our joint -- our combined
6 mission of achievement, achieving the goals of the Consent
7 Decree, calling you to order this afternoon.

8 And just as a reminder, no one is permitted here to
9 make a recording of the proceedings or to broadcast it. Our
10 court reporter is making the record and her record is what is
11 the official record of the meeting. And of course the monitor
12 regularly posts the transcripts on her website and that's a
13 great source of getting hold of it right away.

14 I think we're ready to begin with our agenda for the
15 afternoon, beginning with opening remarks from the Independent
16 Monitoring Team.

17 MS. HICKEY: Thank you very much, Your Honor. And
18 good afternoon to all who are joining our monthly status
19 hearing today. My name is Maggie Hickey and I'm the
20 Independent Monitor.

21 During today's public hearing, you will hear from the
22 parties to the Consent Decree, the City of Chicago and the
23 State of Illinois, with updates regarding unity of command,
24 span of control, a topic in the Supervision Section of the
25 Consent Decree. And also you will hear updates regarding

1 compliance progress in the Accountability and Transparency
2 Section of the Consent Decree by CPD's Bureau of Internal
3 Affairs, commonly known as BIA.

4 To help provide a framework, the Independent
5 Monitoring Team's, commonly known as the IMT, the associate
6 monitor for Supervision, Retired Chief Alfred Durham will
7 provide brief remarks on Supervision Section's progress since
8 our last public report, IMR-12.

9 Our associate monitor for Accountability and
10 Transparency, Retired Deputy Chief Michael Dirden will also
11 provide relevant progress throughout that same period which
12 ended in June of 2025.

13 Before turning it over, however, I'd like to provide
14 some quick updates on future reports and on the public hearing
15 schedule for 2026. And Happy New Year to all.

16 First, the 13th Monitoring Report period ended on
17 December 31st, 2025, and per the Consent Decree timelines, the
18 IMT is set to provide the first draft of the report to the
19 parties by the end of this month, and to file that report with
20 the Court and release it to the public in the spring of 2026.

21 Second, as we had discussed at last month's status
22 hearing, the parties confirmed a schedule for the 2026 monthly
23 public hearings. The Court will continue to host public
24 hearings through 2026 at 1 p.m. on the second Tuesday of every
25 month, with a few exceptions. For example, next month in

1 February, the Court will hold a public hearing on Saturday,
2 February 21st, which will include an opportunity for community
3 members to provide comments directly to the Court.

4 We are trying, as we did throughout last year, to
5 provide different timeframes for people and their
6 availabilities. We commonly do them at 1, but we've done them
7 at lunchtime. We've also done them at 5 o'clock. And this is
8 an opportunity for those people who only have time on the
9 weekends.

10 We thank the Court, the City of Chicago, and the CPD
11 providing an opportunity for community members to participate
12 who otherwise are unavailable to attend or participate during a
13 typical workday week.

14 We will follow up with more information on our website
15 on how to sign up for that hearing soon. And our website,
16 again, is CPDMonitoringTeam.com.

17 Given the many important topics to address, the Court
18 has also extended the standard length of some of the public
19 hearings in 2026 from the usual one hour to ensure sufficient
20 time. The full schedule of dates, times, and topics for the
21 2026 public hearings, again, is available on our website
22 CPDMonitoringTeam.com, under the title Monthly Public Hearing
23 for that page.

24 The Court has also generously agreed to continue to
25 allow the IMT to post the transcripts of the previous public

1 hearings on our website when they become available, as
2 Judge Pallmeyer had just told you.

3 With that, I'd now like to introduce our Associate
4 Monitor, Retired Chief Alfred Durham, who will provide a few
5 comments on the CPD's progress towards compliance with the
6 requirements related to unity of command and span of control.

7 I turn it over to you, Chief.

8 MR. DURHAM: Thank you, Maggie, and good afternoon,
9 Judge Pallmeyer. As Monitor Hickey mentioned, my name is
10 Alfred Durham, and I currently serve as the Associate Monitor
11 for the Supervision Section of the Consent Decree. I retired
12 from law enforcement after 31 years of public service. I
13 served 25 years with the Metropolitan Police Department in
14 Washington, DC, and six years with the Richmond, Virginia
15 Police Department, four of those years as chief of police.

16 Overall and as reflected in the Independent Monitoring
17 Report 12, the City and the Chicago Police Department maintain
18 previous earned compliance levels, but progress reaching -- the
19 progress of reaching additional levels of compliance has
20 stalled through June of 2025. Specifically through June of
21 2025, the City maintained preliminary compliance with
22 93 percent of the requirements of the Supervision Section,
23 maintained secondary compliance with 10 percent of the
24 requirements, and have yet to achieve full compliance with any
25 requirements in the Supervision Section.

1 Requirements related to the unity of command and span
2 of control are critical to the implementation of the
3 Supervision Section. And for that matter, the critical -- it
4 is critical to sustain the success of the Consent Decree.

5 Under the Consent Decree, unity of command requires
6 officers to work within assigned sectors consistently
7 supervised by the same sergeant, and span of control limits
8 each sergeant to supervising no more than ten officers per
9 shift.

10 The City and the Chicago Police Department have taken
11 important steps toward progress through the unity of command
12 and span of control pilot program, which is a strategic
13 initiative to enhance supervision, strengthen accountability,
14 and improve community engagement.

15 The unity of command and span of control pilot program
16 was first implemented in the 6th District during the second
17 reporting period, followed by the 4th District in the ninth
18 reporting period, and the 7th District in the tenth.

19 These districts are designed as Tier 1, indicating a
20 high volume of calls for service and elevated crime rates. The
21 Chicago Police Department has historically encountered
22 challenges in meeting the pilot program's requirement in these
23 areas, primarily due to personnel turnover and supervisory
24 instability.

25 Though we note that as of our 12th Independent

1 Monitoring Report, the pilot districts did consistently
2 maintain their target goal for the unity of command by sector.
3 We understand that the Chicago Police Department will expand
4 the program to include Districts 15, 16, 17, 20, and 24.

5 These districts are classified as Tier 2 and Tier 3,
6 characterized by lower crime rates, more stable staffing, and
7 reduced personnel turnover compared to Tier 1 districts.

8 These additional -- these additions will bring the
9 total of districts operating under the unity of command span of
10 control staffing model to 8, leaving 14 districts to be
11 incorporated. While the IMT acknowledges the City and Chicago
12 Police Department for their continued efforts in this area,
13 challenges persist in achieving full implementation of the
14 staffing model.

15 Although there are impediments to expansion, at the
16 current implementation rate, full implementation across the
17 remaining 14 districts is projected to take at least three more
18 years. This ongoing gap continues to hinder the Chicago Police
19 Department's progress towards compliance with several
20 paragraphs related to unity of command and span of control and
21 with sustained compliance with the Consent Decree -- through
22 consistent supervision.

23 However, the IMT remains optimistic that once
24 finalized, the ongoing Workforce Allocation study will support
25 the Chicago Police Department in identifying and addressing

1 staffing and supervision gaps throughout all police districts.
2 We look forward to the Court and the public receiving more
3 information and updates on the Chicago Police Department's
4 efforts with unity of command and span of control during
5 today's hearing.

6 The IMT encourages the City and Chicago Police
7 Department to maintain their momentum, prioritize resource
8 allocation to support district expansion, and strengthen the
9 pilot evaluation program committee, its data driven review, and
10 followup processes. We sustain -- with sustained focus and
11 collaboration, the department remains well positioned to fully
12 implement the staffing model in the coming years. Thank you.

13 THE COURT: Thank you very much.

14 MS. HICKEY: Oh, I'm sorry.

15 THE COURT: Am I muted? I was going to ask, are there
16 questions?

17 MS. HICKEY: We do have additional -- one additional
18 speaker, Your Honor. Thank you, Monitor Durham.

19 Right now, I'm going to introduce actually Deputy
20 Monitor Rodney Monroe, former police chief. Our Associate
21 Monitor for Accountability and Transparency Mike Dirden had
22 connect activity issues. He's traveling and was dedicated and
23 was trying to get in but was having issues. So Deputy Monroe
24 is going to present his remarks.

25 THE COURT: Great. Thank you.

1 MR. MONROE: Good afternoon, everyone.

2 The City's accountability system is complex, with
3 several City entities playing different roles, and the City
4 continues to work toward compliance to create an accountability
5 system that works best for Chicago's communities, the Chicago
6 Police Department, and its officers, a system that better
7 aligns City entities and strives for transparency and
8 accountability on all fronts.

9 Today we will focus specifically on BIA's efforts. In
10 the twelfth reporting period, the Chicago Police Department
11 delivered various trainings to complaint intake personnel, BIA
12 investigators, and accountability sergeants, which allowed the
13 City and the Chicago Police Department to achieve new levels of
14 secondary compliance with a few paragraphs.

15 This work was years in the making as the Chicago
16 Police Department's development of specific training for BIA
17 investigators and accountability sergeants spanned multiple
18 reporting periods to ensure that all Chicago Police Department
19 members assigned to BIA received initial onboard training that
20 is adequate in quality, quantity, and scope and type.

21 That all investigations staff members receive at least
22 eight hours of annual training, comprehensive and inservice
23 training, and that onboarding and inservice training include
24 instruction in all topics required by Paragraph 528.

25 Additional progress during the 12th reporting period

1 was made related to the officer-involved shooting and
2 officer-involved death incident policy. Moving forward, we
3 expect the Chicago Police Department to implement this policy
4 after ensuring it complies with the Court's recent order
5 regarding public safety briefings and the street deputy
6 walkthroughs.

7 We remain hopeful that the Chicago Police Department
8 will provide a new version of related policies that is
9 compliant with the judge's order soon.

10 Lastly, we note that we have continued to raise
11 concerns for many reporting periods related to the Chicago
12 Police Department accountability sergeants. As we noted in
13 the -- to the Court in 2004, the Chicago Police Department has
14 not enforced the Consent Decree requirement that two
15 accountability sergeants be assigned in each district with
16 their primary duties being receiving, processing, and
17 investigating complaints against Chicago Police Department
18 members.

19 We have continuously heard that these sergeants are
20 tasked with other duties and are therefore unable to meet the
21 timelines of the investigations that are required by the
22 Consent Decree and their own policies. Although we have seen
23 accountability sergeants' caseloads slightly improve, we
24 continue to have concerns that the numbers may not improve
25 until personnel are primarily dedicated to investigating cases

1 in the districts.

2 Although BIA has taken steps to assist by holding
3 informal sessions with accountability sergeants, we do hope to
4 see BIA significantly improve its case backlog soon.

5 Thank you very much for this opportunity.

6 THE COURT: Thank you. And, again, I want to ask
7 whether anybody has any questions about those -- about that
8 presentation.

9 MS. HICKEY: Thank you very much, Your Honor. That
10 concludes the IMT's remarks, and we appreciate the opportunity
11 to provide the updates, and we look forward to hearing today's
12 presentations.

13 THE COURT: Great. Okay. We're ready to hear from
14 the office of OAG on this, or are there comments from OAG?

15 MR. SLAGEL: The City's going to present first, Your
16 Honor.

17 THE COURT: Okay. That's great. That's fine.

18 MR. SLAGEL: As we usually do, we try to provide
19 opportunities for the community to comment on policies. We
20 don't have any that are posted at the present time, but we do
21 have posted the 2026 Community Engagement Plan and anybody
22 who's interested in that and would like to provide comments
23 during the year, you can do so and learn about that plan by
24 capturing the QR code here. So we'll leave that up for a
25 second for anyone who's interested.

1 If not, I will then turn this over to Commander Watson
2 and Captain Barry who are going to present on unity of command
3 and span of control.

4 Commander?

5 MR. WATSON: Blessed afternoon, Your Honor, blessed
6 afternoon, Superintendent and panelists, and Happy New Year to
7 everyone.

8 I am Commander Roderick Watson. I'm actually the
9 executive sponsor for the Bureau Patrol Section of the Consent
10 Decree. And Captain Kevin J. Barry will be joining me later.
11 He's actually the captain of the 4th District and as mentioned
12 earlier by Chief Durham, is one of our districts that are
13 taking currently within the unity of command and span of
14 control. And he will be speaking to the program from an
15 operational perspective.

16 So I'm going to -- with this slide, I'm going to go
17 over a general breakdown of the Bureau of Patrol. And so the
18 Bureau of Patrol is currently headed by Chief John P. Heinz,
19 and is actually responsible for the day-to-day policing and law
20 enforcement activities across the city, and that includes your
21 calls for service and your traffic enforcements and other law
22 enforcement activities.

23 It is actually the largest bureau within the
24 department. It's comprised of 22 districts. And each district
25 is led by a district commander. Now the districts are

1 geographically grouped into six areas, and each area is
2 overseen by a deputy chief.

3 The unity of command/span of control update. So the
4 unity of command is actually defined as police officers and
5 they are assigned to a specific reviewing sergeant. The
6 reviewing sergeant is actually the assigned sergeant who works
7 in the same regular day-off group and actually in the same
8 geographical area or sectors, as his or her assigned police
9 officers.

10 The span of control is defined as ratio of police
11 officers to sergeants that are assigned to patrol duties on any
12 given watch. The Command span of control pilot program
13 participates in districts will maintain -- with participating
14 districts, they will maintain a number no greater than ten
15 officers per one sergeant.

16 So I'm going to give a little more detail as to
17 reviewing sergeant, which is also known as the reviewer. This
18 is part of our Tableau dashboard. This is how we capture and
19 review the number of working days our members are working with
20 their reviewing sergeant. And that reviewing sergeant is
21 actually the assigned sergeant to those patrol teams that they
22 are assigned. That team sector integrity concept is defined as
23 sergeant and police officer being assigned to specific day-off
24 group in a specific sector.

25 Now the sector means a specific group of geographical

1 beats and designated districts and is made up of course, as I
2 stated earlier, one sergeant and a team of officers assigned to
3 field duties.

4 So the design and benefits of unity of command and
5 span of control, so it allows significant amount of field
6 supervisors to allocate more time to effectively supervise
7 members under their command, because they are no longer -- in
8 the past, sergeants were assigned sometimes to cover multiple
9 sectors, which did not allow them to get to know their officers
10 within those -- under their supervision or allow time to really
11 get to know that geographical area as well.

12 It eliminates the nine hours of tour of duty, the
13 shift overlapping, providing for increased consistency in
14 personnel assignments, and that's including the times,
15 geographical area assignments, and supervisory assignments.

16 Under the Span of Command -- unity of command and span
17 of control, it increases consistency in equipment and vehicle
18 assignments, and that's because they are actually consistently
19 assigned to the same officers within the same team. We're able
20 to maintain the one to ten but up to no more than ten, one
21 sergeant per officer ratio. We're able to dedicate a squadrol,
22 which is a support van on every watch that operates across the
23 district.

24 In addition to the squadrol, we are able to have a
25 full compliment of beat cars on every watch, across each

1 district across the city.

2 So what this particular graph illustrates is the event
3 of times for unity of command and span of control. So as you
4 can see, in 2019, the Consent Decree was approved January 31st
5 of 2019, and under which we have the team model which is the
6 first model that we started with. And so the team model
7 involved one sergeant, which is like our current model, except
8 that it stagnated the times and based on the sector assignments
9 and it created the problem at the end of the shift.

10 So in 2021 to 2022, unfortunately the program was kind
11 of stagnated based on the COVID and civil unrest that the city
12 had faced during that particular time. And none of which we
13 actually adopted the pod model.

14 The pod model assigned each team -- officers as to a
15 primary and a secondary and even a third sergeant, and previous
16 iterations caused concerns with inconsistency with supervision
17 and early and late sectors often cause duty gaps and it raised
18 safety concerns for our districts.

19 So in 2024, we actually expanded to the 4th District
20 and we expanded to the 7th District later on, which are also
21 part of Area 1. And under that time, we actually -- into the
22 team model. And so those problems that I just previously
23 mentioned were solved under the team sector model, which
24 provided more balance. And the current model and structure was
25 also presented to the Labor Affairs to avoid any contractual

1 implementations.

2 And so in 2026 -- I'm sorry, let me step back to 2025.
3 We continued to monitor the pilot matrix. The Tableau
4 dashboard was configured and adjusted and adjustments were made
5 with it and we worked with supervision evaluation committees to
6 actually draft and do the necessary changes for this model.
7 And we had an analysis for the expansion plans.

8 So in 2026, as mentioned by Chief Durham, we expanded
9 to the 15th District, the 16th District, which is Area 5, and
10 17th District, as well as the 20th District and the 24th
11 District.

12 The team model concept is more on the sector
13 assignments and it allows our officers' supervisor cars to be
14 assigned to a specific sector or geographical area and it shows
15 more consistency. That actually helped improve our response
16 times to calls for service and our organization, and even more
17 discretionary and specialized units. Current model is more
18 scalable and we are replicating it in various districts.

19 The model -- despite the low staffing numbers,
20 districts were selected based on the stability and our current
21 span of control ratios. And as previously mentioned, this is
22 the third iteration of the program.

23 So what this particular -- this particular graph
24 illustrates our year-to-end recap. And so these are a summary
25 of our percentages and we did it biannually to mirror the IMR

1 periods.

2 It's a summary that separates each district, including
3 the 13th period. And so as you can see, the 4th District, our
4 target goal for the span of control is 70 percent, and for the
5 unity of command, it's 50 percent. And for by reviewer, it's
6 actually 70 percent as well.

7 And so those numbers, as you can see, we are over that
8 percentage for span of control. And it says 76 percent. And
9 the unity of command, it says 78 percent. So we do recognize
10 that we missed the target goals within by reviewer, and we're
11 working with those districts to rectify the calculation issues
12 and proactively working with the expansion districts to meet
13 similar concerns there as well as hope to see that these
14 numbers are stabilized.

15 Now some of the obstacles and risk factors we face
16 during that time which also contribute to us meeting by
17 reviewer our medical rolls, injury on duty, in addition to
18 training furloughs and time due, et cetera.

19 And so I would like to actually bring in at this time
20 Captain Barry to discuss some of the operational, some
21 obstacles, as well as the some of the successes he has with
22 this staffing model

23 MR. BARRY: Good afternoon, Judge. My name is Kevin
24 Barry. I'm the captain of the 4th District. I've been
25 managing the implementation and continued supervision of the

1 unity of command and span of control model within the 4th
2 District since 2023.

3 Currently as the data shows, our biggest challenge is
4 related to the unity of command, meaning having the same
5 reviewing sergeant working daily with their assigned squad
6 officers. The district continues to fall short of the
7 recommended percentages. As a frame of reference, the staffing
8 model has each sergeant in between six and ten officers
9 assigned to a squad. The reviewing sergeant is the primary
10 supervisor leading the squad, responsible for mentoring and
11 evaluating the officers.

12 The supervisor and the officers are all assigned to
13 the same day off. The data that's reviewed is the percentage
14 of days that the sergeant works in the squad with their
15 assigned personnel.

16 There are a number of issues that negatively affect
17 our percentages. The sergeant or the officers take a day off,
18 they're on vacation, they're sent to training classes, or are
19 on the medical leave.

20 Shortages of supervisors occur regularly due to
21 retirements and transfers, supervisors to be lent out to other
22 districts to help with their shortages, and temporary
23 reassignments based on district needs often arise that require
24 not working with the assigned squad. An example of this would
25 be if the desk sergeant assigned to working inside the station

1 takes the day off, I would need to reassign a field sergeant to
2 come in and to fill that task, which means that sergeant is not
3 working in the field with their assigned squad that day.

4 So while we may not be reaching the target of
5 percentages, the low numbers may be a little misleading. The
6 other sergeants assigned to the watch all work very closely
7 with the watch personnel, so there's always close supervision
8 daily by familiar supervisors on a regular basis.

9 Thank you.

10 Commander Watson, I'll turn it back over to you.

11 MR. WATSON: Thank you, Captain Barry.

12 So as Captain Barry mentioned, some of our successes,
13 as you can see, beat integrity and geographical familiarity.
14 So what that is pertaining to is sector. So with the officers
15 and the sergeants working the exact same sectors, and within
16 each sector, there are beats assigned to these teams and these
17 officers and they are maintaining that integrity by working
18 consistently and over the course of their watch, and that
19 maintaining that beat integrity helps them to get familiar with
20 not just the beat itself and the area but also with the
21 community as well.

22 First formal report actually created for the
23 evaluation committee materials. So let me briefly go over
24 exactly what our committee consists of.

25 So the actual evaluation committee, it consists of --

1 it meets twice a year and it's comprised of seven units, which
2 our participating districts are IMT, our OAG, our Field Patrol
3 Leadership, Office of Constitutional Policing and Reform
4 Leadership, Research and Development, our assistant director of
5 the Audit Division, commander of the Management and Labor
6 Affairs, Police Benevolent and Protective Association, FOP
7 unions, and the unions that represent the Sergeant and
8 Lieutenants Association.

9 Now as I stated earlier, these -- this committee meets
10 twice a year. The attendance is required for the meeting to
11 commence. And in this meeting, we promote interaction between
12 every involved member to house [phonetic] the pilot and ensure
13 the staffing model is operating effectively and maintaining the
14 target goals where full transparency is given to consider
15 manpower and staffing issues. And in addition to that, we are
16 advising our superintendent on potential recommendations.

17 The largest expansion is to include five districts, as
18 Chief Durham mentioned earlier, at one time since the pilot
19 concept. And with that, that is also part of what we agreed on
20 with our unions, to expand to five districts and no more than
21 that.

22 Consistency of quality supervision, because the
23 sergeants are assigned to one team and they are constantly
24 working with that one team, which gives quality supervision.

25 Creation of the unit of command administration e-mail

1 inbox for 24/7 questions and concerns.

2 We had a no objection to the Squad Policing Training
3 by the IMT and the OAG, its inclusion of the Area Priority
4 Response Teams, our PRT teams, in the staffing model, and
5 continued and consistent monthly check-ins with the pilot
6 districts. And we have had supervision in general with the
7 performance evaluations.

8 So this graph shows you our compliance status as
9 Chief Durham mentioned earlier. And so this model is assessing
10 using the Tableau dashboard and it generates information from
11 our time management system for each watch.

12 So the rate of deliverables as you can see is our
13 unity of command, span of control, Watch Sheet Application.
14 And the watch sheet application pulls data from the watch
15 information in our CLEAR system. As you can see, our Unity
16 span of control Policing training with 95 percent compliance.

17 And the status shows achieved over IMR Period 2
18 through 11 explains why we are currently -- no paragraphs of
19 operational compliance, which we hope to achieve, as
20 Chief Durham mentioned earlier, wide implementation of the
21 districts across the city over the next three years. And
22 that's why as you can see, it explains that we have no
23 compliance within that.

24 Supervisory evaluation committee meeting, materials
25 and formal report, which I just mentioned earlier.

1 And Captain, rolling-out of the unity of command and
2 span of control experiences and operational success pilot. We
3 move to the next.

4 MR. BARRY: Your Honor, I'm going to speak about the
5 rollout of the span of control/unity of command staffing model
6 in the 4th District. The district has been using the current
7 model for the past two years. When the department announced
8 the expansion of the current version of the pilot, the Office
9 of Reform and District Administration here worked together to
10 prepare further rollout. We conducted numerous roll call
11 trainings with the officers. We worked with the lieutenants on
12 building their watch and team assignments.

13 Focus groups were also conducted by the IMT, with
14 officers and supervisors. These preparations help to
15 contribute to a smooth transition when the district went live
16 with the new model in January of 2024.

17 At the beginning of the pilot program, the biggest
18 objection from the officers was not being in the same day-off
19 group as their regular partners, which was in our prior
20 version. The older model had two partner officers working
21 together every single day of the week. The new model has three
22 officers assigned to a beat, rotating, two of which are always
23 working and one is on their day off.

24 This rotational assignment was the biggest adjustment
25 to the officers' day-to-day. I believe that as time has passed

1 by, the officers have become more comfortable with this change
2 in assignments. The lieutenants have tweaked the assignments
3 to help build camaraderie between the officers and this has
4 become less of a challenge as time has gone by.

5 Now for successes we've seen with the program, the
6 program's focus on beat sector integrity I consider to be one
7 of the biggest benefits. When I refer to beat sector
8 assignments, these are the geographic areas within the district
9 that are broken down into patrol areas.

10 4th District has three sectors. Each sector contains
11 four beats. Each of our 12th District beats has a car assigned
12 to patrol duties every shift.

13 So beat integrity means we are ensuring the same
14 officers are assigned to the same beat coverage daily. This
15 results in officers being more productive when they are
16 regularly patrolling the same area, interacting with the same
17 people, and better understanding the needs of their -- that
18 beat.

19 With the ability to monitor the percentages of
20 officers working in their assigned sectors in the Tableau
21 dashboard, I'm able to keep an eye on the district's compliance
22 and ensure any corrected actions are made.

23 Beat integrity is also where we've seen the most
24 positive community feedback. When we rolled out the pilot, we
25 discussed the pilot at all our community beat meetings and town

1 hall events. This -- the assigned beat officers also attended
2 these meetings, introducing themselves to the community. The
3 community really appreciated having the same officers
4 addressing their concerns daily. This also helps our Community
5 Policing Office and our district initiatives better coordinate
6 district issues and problem-solving.

7 So overall the program's working well in our district
8 so far. Thank you, Commander Watson. I'll turn it back over
9 to you.

10 MR. WATSON: Thank you, Captain Barry.

11 So in summary, we will continue to utilize data to
12 track compliance and address any deficiencies, concerns with
13 the respective districts. We continue to discuss the program
14 with the IMT, our Independent Monitoring Team, and the Office
15 of the Attorney General.

16 We continue to meet with the Supervisor Evaluation
17 Committee at least two times a year, and the goal is to
18 increase the number of districts in the program to no more than
19 five districts per year until all districts are participating.

20 So as you can see, in 2026, we had five additional
21 districts, so in 2027, we will expand to five districts, all
22 the way until 2029, which will be the four remaining districts
23 citywide.

24 Are there any questions or comments? Thank you, Your
25 Honor.

1 THE COURT: Questions from anybody besides me here?
2 Anybody else have questions?

3 That was a comprehensive report. I know we like to
4 see things move faster, but I appreciate the report on the
5 effort that's been made here.

6 I think we're -- we may be ready now to hear from the
7 AG, or unless we want to turn to another report from the City.

8 MS. METH: The Attorney General's Office is ready to
9 give remarks if that still works for everyone.

10 THE COURT: Please do. Thanks.

11 MS. METH: Thank you. Good afternoon, Your Honor, and
12 members of the community. My name is Elena Meth and I'm
13 speaking today as the section lead for the Supervision Section
14 on behalf of the Illinois Attorney General.

15 As you've heard, the unity of command and span of
16 control staffing model falls under the Supervision Section of
17 the Consent Decree. Effective supervision intersects with
18 every aspect of reform, from setting the right tone and culture
19 in the department to effective training and support to
20 supervisory review of force, meaningful intervention, officer
21 safety and wellness, and importantly, accountability.
22 Effective supervision is foundational.

23 Supervisory requirements are therefore embedded
24 throughout several sections of the Consent Decree. The
25 Supervision Section itself is located at Paragraphs 341 through

1 376. It focuses on the underlying systems that can enable
2 effective supervision in any context.

3 While the hearing today has touched on the unity of
4 command and span of control staffing model, the Supervision
5 Section covers issues across five big areas of reform, which I
6 discussed during the October 2025 public hearing: Effective
7 supervision, unity of command and span of control, performance
8 evaluations, early intervention systems, and an efficient
9 workforce allocation.

10 As you've heard the unity of command and span of
11 control staffing model has been piloted in three districts so
12 far, Districts 4, 6, and 7. And as you've also heard, CPD is
13 currently expanding the pilot staffing model to five additional
14 districts this year, Districts 15, 16, 17, 20, and 24.

15 CPD has been preparing for this pilot expansion since
16 August of 2025 by creating new policy, issuing briefings with
17 district lieutenants and watch administrators, and training new
18 pilot district sergeants on the contours of the staffing model.

19 Successful community policing cannot occur without
20 adequate district staffing and supervision. The ten officer to
21 one sergeant staffing ratio required by the unity of command
22 and span of control model gets to the heart of this issue.

23 When officers work in a small group and are supervised
24 by the same sergeants on a consistent basis, those officers
25 build trust with one another, their supervisors, and the

1 community around them.

2 We appreciate CPD's longtime hard work on the unity of
3 command and span of control model, which has been evidenced
4 today. Some people working on the various iterations of the
5 pilot have been there since the beginning, and the people
6 managing the staffing model are dedicated and committed to
7 lasting reform.

8 Over the past seven years, the Attorney General's
9 Office has seen some major strides. First, we've seen
10 flexibility in trying new approaches when old ones aren't
11 working. As Commander Watson detailed, CPD shifted from its
12 original model to a new one with assistance from the
13 Independent Monitoring Team, yielding a version that targets
14 the spirit of reform, including ensuring that officers are
15 consistently assigned to the same geographic sector so they are
16 familiar with the local community they serve.

17 Second, CPD has made significant improvements toward
18 maintaining span of control in the pilot districts. As
19 Chief Durham mentioned, in the past 12 months, the three
20 existing pilot districts, Districts 4, 6, and 7 maintained the
21 ten officer to one sergeant ratio by sector in each period of
22 the year.

23 And third, as Captain Barry told us, sergeants and
24 officers in pilot districts have reported personal successes
25 under the staffing model. Officers are building familiarity

1 with their served communities and sergeants are getting to know
2 the officers they supervise and are thus able to better
3 identify when those officers need support or are excelling.

4 We commend CPD on its progress in implementing the
5 unity of command and span of control model and its recognition
6 of obstacles to implementation this far.

7 However, we have continuing concerns about CPD's
8 implementation and particularly the staffing model's expansion
9 into additional pilot districts.

10 First, CPD must implement a realistic comprehensive
11 approach. As the IMT explained, it has been seven years and
12 the pilot is only now entering its first major expansion to
13 five new districts, making a total of eight districts part of
14 the model. That means that there are 14 more districts to go.
15 Despite CPD prioritizing the number of sergeants in the pilot
16 districts -- excuse me, the department has still struggled to
17 successfully implement this program. And this is before
18 contemplating a citywide expansion.

19 To ensure this does not lead to shortchanging one
20 district to adequately staff another, the City must implement
21 the recommendations of the Workforce Allocation study, which we
22 spoke about in October, and should be wrapping up this month.
23 That study goes hand in hand with designing a viable staffing
24 model that meets the needs of the City and complies with the
25 Consent Decree.

1 Second, CPD must improve its efforts to implement
2 unity of command. Though Districts 4, 6, and 7's metrics, such
3 as how often an officer works with the supervisor assigned to
4 write their performance review, how often an officer works with
5 the same sergeant, and how often a district is maintaining that
6 ten to one ratio, have improved this past year as compared to
7 prior years, CPD has still struggled to maintain the ten to one
8 ratio in these districts.

9 The point of the staffing model is to enable
10 supervisors to build a relationship with their officers over
11 time so they are familiar with the officers' baseline and
12 development and can intervene from a trusted position if
13 something is amiss.

14 As we have seen, when districts are achieving the ten
15 to one ratio consistently, this is exactly the outcome.
16 Achieving more consistent unity of command intersects with the
17 department's progress toward its performance evaluation system
18 as well as performance reviews come from a supervisor familiar
19 with the officers' work.

20 From the exception of the pilot, focus groups with
21 officers have repeatedly expressed a desire for the kind of
22 support and connection this staffing model provides. However,
23 high turnover in pilot districts, scheduling processes, and
24 detailing officers out of the district have been major hurdles.

25 The Attorney General's Office has encouraged CPD to

1 think outside the box when designing incentives for officers to
2 remain in these high turnover districts, scheduling trainings,
3 and making allocation decisions.

4 And third, CPD must continue to learn from the
5 challenges of implementing this model in the first pilot
6 districts. The Attorney General's Office encourages the
7 department to use the lessons learned from 4, 6, and 7 to
8 anticipate problems before they arise in the five new pilot
9 districts and to quickly address any new issues before they
10 emerge.

11 To enable the new pilot districts to succeed, our
12 office encourages CPD leadership to create opportunities for
13 supervisors in the districts to exchange information about
14 what's working and what's not working in the pilot models,
15 share ideas for improvements, and have their suggestions and
16 concerns listened to with a feedback loop from leadership.

17 Although the evaluation committee for the pilot
18 convenes twice a year, along with the IMT, the Attorney
19 General's Office has encouraged the department to allow for
20 more frequent exchanges of ideas, both up and down the chain of
21 command to ensure an effective program.

22 The Attorney General's Office appreciates all of the
23 work that's gone into implementing and expanding the unity of
24 command and span of control staffing model. In the next few
25 months, our office hopes to see the sergeants and officers in

1 Districts 15, 16, 17, 20, and 24 adapt to and excel under the
2 staffing model as pilot expansion unfolds in these districts.

3 The Attorney General's Office looks forward to hearing
4 about the process of the staff model expansion at the next
5 hearing that covers unity of command and span of control.
6 Thank you for the opportunity to provide remarks today.

7 THE COURT: Thank you very much for those remarks.

8 Any comments or questions about what we just heard
9 from Ms. Meth? Well, thank you again.

10 Are we ready to turn to the BIA updates?

11 MR. SLAGEL: Yes, we are, Your Honor, we are. That
12 will be Deputy Chief Walker who will be presenting today.

13 THE COURT: Great.

14 MS. WALKER: Good afternoon, Your Honor, and all
15 present today. Thank you for this opportunity to be here
16 today. My name is Traci Walker and I serve as the deputy chief
17 within the Bureau of Internal Affairs. In this role, I oversee
18 the bureau's investigative operations and I work closely with
19 department leadership and oversight partners to ensure that
20 allegations of misconduct are investigated fairly, thoroughly,
21 and in compliance with policy and Consent Decree requirements.

22 Today I'll walk you through how BIA operates and how
23 our cases move from intake to resolution. I'll clarify the
24 distinct but connected roles of accountability personnel and
25 BIA investigators. Our accountability ensures that cases are

1 tracked, supervised, and moving forward.

2 Investigators are responsible for the investigative
3 work itself, which entails gathering evidence, conducting
4 interviews, and reaching a finding.

5 I'll also address the case backlog directly. I'll
6 discuss the operational realities that contributed to it, the
7 targeted actions already taken to reduce it, and restructural
8 changes underway to prevent it from rebuilding once we are
9 caught up. And this includes changes to our staffing, workload
10 management, and oversight practices.

11 Our intent today is to be clear about where we are,
12 honest about our challenges, and to be direct about what we're
13 going to do to fix those.

14 So the Bureau of Internal Affairs' mission is the
15 execution of fair, timely, and thorough investigations into
16 allegations of misconduct.

17 Here is our organizational structure for the BIA.
18 This slide indicates the various divisions and sections
19 outlining the chain of command and how investigative
20 compliance, intake, and support functions align to support the
21 bureau's mission.

22 A key component of the Bureau of Internal Affairs is
23 our accountability sergeants team. Now the accountability
24 sergeants team is positioned right alongside my position,
25 reflecting our role in reviewing and approving the submitted

1 cases. Accountability sergeants assigned to districts and
2 units, they remain under their direct supervision of their
3 respective commanders, yet they receive cases, guidance, and
4 support from the bureau.

5 This slide breaks down BIA function, highlighting the
6 range of specialized functions that support our investigations.
7 BIA is not a one-dimensional operation, but a coordinated
8 effort involving our Intake section, Investigations, Advocacy,
9 our Records and our Compliance team. This context is very
10 important when discussing our workload staffing and resource
11 allocation across the bureau.

12 Our BIA lieutenants are responsible for reviewing all
13 of our investigations, findings, and disciplinary
14 recommendations. They provide feedback to our accountability
15 sergeants and their commanding officers ensuring that we have
16 consistency, quality control, and adherence to the
17 investigative standards.

18 If you take a look at the note on the bottom of the
19 right side of the organizational chart, it just reflects the
20 reality that BIA investigators are sworn officers. And what
21 that means is that when BIA is on call to respond to large
22 scale protests, major public gatherings, mass arrest incidents,
23 our investigators are sometimes temporarily deployed to support
24 our department-wide public safety operations.

25 When that occurs, our investigative capacity is

1 reduced for a period of time, but our investigations do not
2 stop. But our case progression slows because those personnels
3 are fulfilling time-critical operational responsibilities. Now
4 once those events conclude and the investigators return to the
5 bureau, our investigative work resumes at full capacity.

6 It's also important to distinguish between BIA
7 investigation and district level investigations. District
8 investigations generally involve less complex misconduct and
9 handled locally under district command. Our BIA investigations
10 involve more serious, sensitive, or complex allegations and
11 require specialized investigators, enhanced supervision, and
12 multiple levels of review. Now these cases typically involve
13 broader evidentiary requirements and have longer timelines.

14 This slide provides a snapshot of our current staffing
15 levels within the bureau and how our personnel is distributed
16 across our sections. Now our staffing directly affects
17 investigative capacity, our timeliness, and the bureau's
18 ability to manage our workload fluctuations. While sergeant
19 staffing remains limited, we were approved in our budget to
20 increase the workforce by adding civilian investigators to BIA.

21 In 2025, the bureau added civilian investigative
22 capacity by filling two of the three supervising investigator
23 positions and six of the 31 civilian investigator positions
24 with plans to fill the remaining vacancies this year.

25 Our civilian investigators, they play an important

1 supporting role within the Bureau of Internal Affairs and they
2 help us manage the overall caseload more effectively. They are
3 primarily assigned to administrative and policy-based
4 investigations and contribute to stability within our bureau.

5 Because they are not subject to operational
6 redeployments or for protests or major events, they provide
7 consistent support in our case management, and this helps
8 maintain progress on investigation and reduces disruption to
9 our case timelines.

10 While the civilian investigators do not replace our
11 sworn investigators, they are an essential part of the
12 investigative model. Their role strengthens our capacity,
13 improves our efficiency, and supports sustained case management
14 across the bureau.

15 So you see here our complaint process. It's a visual
16 overview of the complaint process beginning with intake and the
17 jurisdictional determination.

18 All of our complaints, whether submitted by mail,
19 walk-in, web, or telephone, are initially funneled through
20 COPA. The images on the left and the right side of the funnel
21 illustrate the types of cases handled by COPA versus those that
22 are referred to and investigated by the Bureau of Internal
23 Affairs. All of the complaints are assigned a log number,
24 which serves as a unique identifier for tracking throughout the
25 life cycle of the complaint. The reporting party is provided

1 with the log number at the time the complaint is made.

2 Our complaints are initially routed to COPA. They
3 determine the jurisdiction. Complaints outside of COPA's scope
4 are then transferred to BIA where the Intake section assigns
5 them to either BIA investigators or accountability sergeants
6 based on the allegation and the rank of the accused member.

7 COPA investigates the most serious and sensitive
8 allegations, including excessive force, death, or serious
9 bodily injury in custody, administrative sexual misconduct and
10 domestic violence cases, and I highlight the administrative
11 portion on that because our confidential section investigates
12 the criminal portion of the sexual misconduct and domestic
13 violence.

14 COPA also investigates firearm discharges resulting in
15 serious injury or death or any systemic patterns or practices
16 of misconduct.

17 BIA investigates a wide range of misconduct
18 allegations, including the criminal misconduct, theft, false
19 reporting, substance abuse, workplace discrimination, medical
20 roll in residency, and any allegations involving supervisory
21 personnel.

22 Our accountability sergeants investigate the less
23 serious operational and personnel misconduct within their
24 assigned district or unit. And these cases include arrest and
25 lockup incidents, traffic related misconduct, neglect of duty,

1 misuse of equipment, improper reporting, and any conduct
2 unbecoming violations.

3 So our accountability sergeants, each district or unit
4 is required to designate at least two accountability sergeants.
5 These sergeants are vetted by BIA. They are trained to the
6 same investigative standards as our BIA investigators. And
7 they're responsible for receiving, processing, and
8 investigating complaints involving members below the rank of
9 sergeant within their command.

10 Accountability sergeants investigate -- their
11 investigations are held to the same standards as those with
12 BIA. The sergeants receive the same training. They have the
13 same access to the same policies and investigative tools. And
14 they're required to complete annual inservice training,
15 addressing reoccurring issues and policy updates.

16 All of the investigators complete 32 hours of ongoing
17 training along with an annual eight-hour refresher course. It
18 should be noted that the BIA holds office hours with the
19 accountability sergeants that need assistance with their cases.
20 And this one-on-one training has increased professionalism and
21 it has provided improved investments in equipment and our
22 personnel.

23 Here are the standards of investigations for the
24 accountability sergeants. With our district commanders and
25 unit commanding officers, they have supervisory

1 responsibilities in managing the accountability sergeant
2 investigations. While BIA provides training standards and
3 oversight, our commanders are responsible for the day-to-day
4 supervision and effective use of the accountability sergeants
5 within their command. Our commanders must ensure
6 accountability sergeants receive, process, and investigate
7 complaints as their primary duty, and complete investigations
8 within the required 90-day timeframe.

9 Our commanders are also responsible for ensuring their
10 accountability sergeants have access to the required
11 investigative tools and performance systems, maintaining
12 communication with the BIA regarding our -- any of their
13 staffing changes that impact the investigative capacity, and
14 reviewing performance feedback provided by the BIA supervising
15 lieutenants.

16 Additionally, our commanders play a key role in the
17 command channel review process, reenforcing accountability,
18 investigative quality, and timeliness. So overall there is a
19 shared responsibility between BIA and command staff for
20 maintaining consistent, timely, and accurate investigations.

21 Now I will discuss our investigative timelines. So
22 timelines for investigations, as we know, prolonged
23 investigations can undermine confidence and objectivity and
24 fairness of the process. Delays may also reduce the
25 effectiveness of discipline, particularly for minor misconduct

1 that can escalate if it's not addressed properly. Any
2 deviations from timelines must be documented in our case
3 management system.

4 But on the flip side of that, prompt investigations
5 benefit reporting parties and accused members by preserving
6 memory accuracy, ensuring witness availability, and increasing
7 the likelihood that evidence can be obtained and verified.

8 Continued timelines for investigation. Our delays in
9 investigations, they create risk to the integrity and
10 credibility of the process. Lengthy investigations can raise
11 questions about fairness, objectivity, and consistency, and may
12 undermine confidence among reporting parties, the accused
13 members, and external stakeholders who expect allegations to be
14 addressed promptly.

15 Prolonged timelines also impact the investigative
16 quality. As time passes, our witnesses' memories fade, the
17 availability decreases, and evidence can be more difficult to
18 obtain or verify. Now these challenges increase the likelihood
19 that findings will be contested and can weaken the overall
20 defensibility of an investigation.

21 Finally, our delayed discipline is less effective in
22 addressing the misconduct. Prompt investigations allow for
23 corrective action before the minor issues escalate into more
24 serious violations. When timelines cannot be met,
25 investigators must clearly document the reason in our CMS

1 system to ensure that transparency, supervisory oversight, and
2 some accountability.

3 So here you have the timelines for the BIA
4 investigators and the accountability sergeants. The
5 investigative timelines differ between BIA investigators and
6 accountability sergeants. BIA investigations typically involve
7 more complex and serious allegations, require for a broader
8 evidence collection, sworn affidavits, and coordination with
9 our external entities, which justifies a longer overall
10 timeline.

11 Our accountability sergeants, by contrast, they
12 involve narrower district level misconduct and are
13 intentionally held to shorter timelines. These cases are
14 designed to be resolved more quickly because the scope is
15 limited and the sergeants are embedded within command where the
16 incident occurred.

17 And the key point here is that shorter timelines, they
18 do not reduce the investigative rigor. They promote prompt
19 resolution, preserve evidence, and ensure timely corrective
20 action benefitting both the reporting parties and accused
21 members while reenforcing confidence in the accountability
22 process.

23 There are key steps that drive how quickly an
24 investigation moves, starting with evidence collection, moving
25 through interviews and ending with supervisory review. When

1 these steps happen early and on time, the cases tend to move
2 smoothly. When they don't, delays stack up and they become
3 much harder to recover from.

4 For our accountability sergeants, the timelines,
5 they're more intentional and tighter. Accountability sergeants
6 are expected to request time sensitive evidence quickly, make
7 every contact with the reporting party, and complete interviews
8 sooner. These expectations are based on the reality of -- that
9 these cases are usually narrow in scope and easier to move
10 forward when action is taken right away.

11 This slide shows our 2025 and -- 2024 and 2025 log
12 number counts. In our complaint values, this is allowing for a
13 two-year comparison and highlighting the changes in the
14 investigative demand. Here are total numbers of complaints for
15 the two years combined.

16 For BIA we received 13,054 cases. In 2024, we
17 received 44 percent of the complaints, with an additional
18 11 percent being transferred over from COPA. In 2025, we
19 received 48 percent of the complaints, with an additional
20 9 percent being transferred from COPA.

21 So this slide illustrates the continued workload
22 pressures and the need for effective caseload management
23 strategies.

24 So in late 2025, here are some of the successes. The
25 BIA conducted a focus review to identify districts and units

1 that were experiencing significant case backlogs. In response,
2 we implemented for targeted mentoring and direct engagement
3 with the accountability sergeants to address investigative
4 challenges and to reenforce our expectations.

5 To further stabilize the caseloads, the BIA
6 temporarily retained newly assigned cases, allowing those
7 accountability sergeants time to reduce existing backlogs and
8 to bring cases back into compliance with our established
9 timelines. We have made substantial progress, but we recognize
10 that there is still opportunities for us to improve.

11 Here we provide a side-by-side snapshot,
12 September 2025 to December, end of December 2025. This is a
13 snapshot of the accountability sergeants and BIA caseload at
14 the district level, comparing two points in time, to show how
15 our workloads are trending.

16 Overall, this gives you an illustration where backlogs
17 persist and where our target interventions had an impact.
18 Given the high volume of active cases in the highlighted
19 districts, the BIA made the decision to temporarily withhold
20 those cases and any additional assignments and retain those
21 investigations within BIA. That intervention allowed for
22 accountability sergeants to focus on open cases and to reduce
23 the existing caseload.

24 One positive takeaway on this slide is the notable
25 decrease in open cases within 2, 5, 7, 11, and 25 districts.

1 This reduction reflects the focused efforts at the district
2 level. It improved the case management, and more consistent
3 attention to the investigative timelines. It demonstrates that
4 when the accountability sergeants are able to prioritize their
5 investigations and receive the appropriate supervisory support,
6 meaningful progress can be made.

7 While workload challenges remain across several
8 districts, the progress seen in the districts I mentioned show
9 that backlog reduction is achievable. And this improvement
10 provides a useful reference point as we continue to reenforce
11 our commander accountability, timely case review, and sustained
12 oversight across all districts.

13 So this slide provides a -- the same type of
14 comparison, but it's only for the units, not for the districts.
15 This offers insight into how our caseload dynamics differ
16 between our districts and our unit of assignments.

17 So here are some of the obstacles. This slide pretty
18 much outlines the key challenges impacting our sustained
19 backlog reduction, including our personnel turnover, approved
20 time off, medical roll usage, operational deployments, field
21 utilization of accountability sergeants, and delays in
22 transferring log number cases from COPA.

23 Collectively, these factors reduce available
24 investigative capacity and make consistent backlog reduction a
25 little bit more difficult over time. Our senior leadership has

1 engaged in high level discussions to address these challenges
2 and identify sustainable solutions. The bureau acknowledges
3 that the backlog that we've -- with this backlog, we've
4 implemented targeted corrective measures, and we will continue
5 to adjusting our staffing, oversight, and processes to drive
6 continued progress.

7 The long-term goal is to establish a stable and
8 sustainable investigative model that allows for our
9 accountability sergeants to focus -- their primary focus would
10 be on the caseloads, supported by timely case transfers,
11 consistent oversight, and clearly defined expectations at each
12 level of command.

13 And here's our plan for 2026. BIA is currently in the
14 properties of updating the language for Directive S08-01. The
15 updated policy will clearly establish that an accountability
16 sergeant's primary responsibility is the timely completion of
17 log investigations. This update also clarifies supervisory
18 responsibility for log number investigation, and it reenforces
19 the existing policy expectations.

20 Our deputy chiefs will provide structured oversight
21 and support, while the commanders remain accountable for
22 day-to-day monitoring, timeliness, and extensions.

23 The goal is to ensure consistent supervision, reduce
24 delays, and provide better support to accountability sergeants,
25 so our investigations are completed on time and in accordance

1 with the department timelines.

2 As mentioned by IMT Monroe, he stated our
3 accountability sergeants, they've provided the tools they need
4 during our onboarding training. The BIA has expanded the use
5 of our live case reviews during our onboarding training,
6 incorporating it as a larger component on Day 4 of our
7 training.

8 During this session and during this training, our new
9 investigators, they began their cases under the instruction, on
10 guidance of our instructors, and they leave training with clear
11 next steps for continuing those investigations once they return
12 to their district or unit of assignment.

13 So in conclusion, the BIA would like to just display
14 this compliance as of IMR-12, which closed on 30 June 2025.
15 BIA continues to demonstrate progress under the accountability
16 section of the Consent Decree. IMR-13 recently closed and
17 additional compliance determinations are anticipated based on
18 recent work reviewed by the IMT and OAG.

19 So thank you, Your Honor, for your time. Thank you,
20 everyone, for your time. This concludes the Bureau of Internal
21 Affairs's presentation.

22 THE COURT: Thank you. Are there questions about the
23 BIA presentation that we've heard this afternoon?

24 Comments from the OAG?

25 MS. HIRSCH: Yes. Thank you, Your Honor.

1 Good afternoon. My name is Emily Hirsch and I'm an
2 Assistant Attorney General with the Illinois Attorney General's
3 Office. I'm here to talk about the Bureau of Internal Affairs,
4 or BIA.

5 To begin, I will give a very brief refresher on the
6 role of BIA, hopefully without being too repetitive of BIA's
7 presentation.

8 Administrative investigations into officer misconduct
9 are conducted either by the department itself through BIA, or
10 by the Civilian Office of Police Accountability.

11 Administrative investigations result in disciplinary action
12 against an accused officer up to and including termination if
13 there is a sustained finding of misconduct.

14 BIA investigates the majority of complaints processed
15 through the CPD accountability system. In 2024, approximately
16 80 percent of complaints filed against CPD officers fell under
17 BIA's jurisdiction. This jurisdiction includes complaints that
18 involve allegations of operational violations, conduct
19 unbecoming of an officer, and verbal abuse, among other
20 categories. BIA also conducts investigations of officers who
21 have been accused of criminal offenses.

22 In addition to its own investigations, BIA has a role
23 in overseeing investigations that are referred to specific
24 sergeants in each district known as accountability sergeants.
25 Accountability sergeants investigate complaints including

1 traffic violations and neglect of duty.

2 Because BIA and the accountability sergeants are
3 housed within the department itself, their ability to conduct
4 thorough, timely, and fair investigations sends a strong
5 message to both department members and the public about the
6 value the department places on ensuring that its officers are
7 held accountable for violations of law and department policy.

8 First, I would like to talk about where BIA has made
9 progress. In recent reporting periods, BIA has made
10 significant strides toward Consent Decree compliance,
11 particularly through its development and implementation of
12 numerous trainings that reflect CPD policy and the Consent
13 Decree requirements.

14 We appreciate BIA's efforts toward developing these
15 trainings and willingness to collaborate with our office to
16 ensure they are clear and effective.

17 Unfortunately, as we have noted in prior comments to
18 this Court, BIA continues to experience a severe staffing
19 shortage, consistently falling short of hiring budgeted
20 positions. As of December 2025, 75 percent of the budgeted BIA
21 investigator positions were unfilled. Other key positions are
22 also left unfilled, including BIA sergeants, with only
23 62 percent of budgeted positions filled.

24 These numbers have remained more or less consistent
25 over the past year. Because BIA handles the vast majority of

1 complaints against officers, this staffing shortage hampers
2 this critical accountability mechanism at the core of the
3 Consent Decree.

4 These staffing deficiencies lead to persistent and
5 significant delays in complaint investigations. Though the
6 Consent Decree Paragraph 471 requires BIA investigations to be
7 complete within 180 days, the majority of complaints BIA
8 investigates do not meet this requirement. And over 300 BIA
9 complaints have been open for over a year.

10 A May 2025 CPD audit found that of the 834 cases
11 closed by BIA investigators in 2024, only 294 or 35 percent had
12 an investigative finding within 180 days of the initiation of
13 the investigation.

14 Accountability sergeants' investigations are even more
15 delayed. Consent Decree Paragraph 494(b) requires each
16 district to have two accountability sergeants whose time is
17 primarily dedicated to accountability sergeant work.

18 In reality, however, even in districts that do have
19 both required sergeants, the day-to-day operational needs of
20 sergeants far exceed the department's capacity, and
21 accountability sergeants are frequently tasked with other
22 responsibilities, leaving them without time to complete their
23 investigations.

24 As a result, though Paragraph 472 requires
25 accountability sergeants to complete investigations within

1 90 days, accountability sergeants have an even larger backlog
2 than BIA, with over 650 cases that have been open for over a
3 year.

4 These delays represent an ongoing and serious concern
5 regarding accountability. They threaten the morale of
6 department members who are subject to the uncertainty of
7 lengthy, unresolved investigations. They also undermine
8 discipline, which may not be imposed until many years after the
9 incident, making the sanction less effective at correcting
10 behavior.

11 Often, delays mean that officers will experience no
12 consequences at all. And delaying investigations for months or
13 years signals to community members that the department does not
14 take their complaints seriously. This erodes community trust,
15 undermines procedural justice, and makes the department as a
16 whole less transparent and accountable to the public.

17 As just detailed in this hearing, BIA has proposed
18 several measures to address the backlogs in the districts. We
19 appreciate CPD's efforts to think creatively about these issues
20 and hope these measures will be successful.

21 However, to the extent that these approaches rely on
22 creating work for the already understaffed BIA staff, they are
23 simply not sustainable. Any action plan for addressing
24 backlogs and delays in the accountability system must
25 prioritize above all addressing BIA's severe staffing

1 deficiencies.

2 BIA is an integral part of CPD's accountability
3 structure, a core function of which is to ensure that officers
4 charged with protecting the public follow the law and do not
5 prioritize each other's interests over public safety.

6 Recent reporting has highlighted instances of alleged
7 officer misconduct complaints not being taken seriously by the
8 department, either through failure to consider past discipline
9 in promotions or through failure to conduct timely
10 investigations.

11 Some of these instances, though still being
12 investigated and litigated, highlight the importance of the
13 accountability system's work.

14 These investigations, though difficult and time
15 consuming, can mean life or death. It is imperative that CPD
16 work to create a system that enables BIA to conduct thorough,
17 fair, and timely investigations into allegations of officer
18 misconduct.

19 Thank you for the opportunity to provide remarks
20 today.

21 THE COURT: Thank you, Ms. Hirsch. I appreciate your
22 comments and your careful consideration of the problems that
23 are created by these delays. Thank you.

24 Any further questions or comments for either
25 Ms. Hirsch or for the City?

1 All right. Well, I think we're ready to hear closing
2 remarks, first from the City, then the Attorney General's
3 Office, and finally from the Monitoring Team.

4 Let's begin with the City with closing remarks.

5 MR. SLAGEL: Thank you, Your Honor. Allan Slagel. I
6 just wanted to bring back to the staffing of BIA. As I
7 understand it, and Deputy Chief Walker can correct me, I think
8 it's the end of last year, it was 144 budgeted positions, and
9 103 of those were filled.

10 Chief, does that sound correct to you?

11 MS. WALKER: You're asking -- the positions in BIA?
12 We can go back to that.

13 MR. SLAGEL: BIA, just to be clear. It was Slide 15.
14 I had a budget position concerns for 2025, 144, and assigned or
15 detailed as of 7 January was 103 filled. You were minus 41.

16 MS. WALKER: Yes, sir.

17 MR. SLAGEL: Okay. Just want to be clear on this, on
18 where the current staffing is and as we've discussed with you,
19 Your Honor, there's a number of civilian positions that we're
20 looking to fill and that's the investigator, and there's 25 of
21 those, and hopefully those will be filled this year. Just
22 wanted to come back to that before I turned it over to the
23 superintendent for more general comments.

24 THE COURT: Okay. Great.

25 MR. SNELLING: Thank you, Allan. And, again, good

1 afternoon, Your Honor.

2 Let me just talk about a few things. And there was
3 some great commentary, information given. But as you can see,
4 when you look at unity of command and span of control, along
5 with BIA and assignments, especially when it comes to
6 supervisors, you get to see how there's an interconnection with
7 unity of command and span of control, and also conflict.

8 You know, when we're looking at unity of command and
9 span of control, there are multiple things that we've taken
10 into consideration. And I'll just tell you this. I was -- in
11 2020, I was the commander of the 7th District, which was a
12 pilot district for unity of command and span of control. And
13 the manpower was much higher at that point. And there was
14 still, you know, critical elements that were very hard to
15 implement at the time, and a lot of it had to do with the bid
16 process, seniority, details, medical, IOD, furloughs, and most
17 of all, collective bargaining.

18 These are things that we had to work around, people
19 who had the ability to move around, and getting someone to stay
20 in one position for that period of time became a little
21 difficult. So I want to thank the IMT for working with us on
22 that and having an understanding that the initial process
23 needed some tweaking. So there was some great work there.

24 This process will be slow moving, as you've seen.
25 However, we're working as hard as we can to get this started.

1 So when we're looking at the other districts that we're
2 piloting, we're going to learn as much as we can from each one
3 of those districts. So it's going to give us some ground work
4 on any problems that we can find when we're implementing this
5 citywide. So it will take a little time, but I can guarantee
6 that we're working extremely hard on making this happen.

7 Now with that, the workforce allocation is the most
8 important thing right now, because we can implement these
9 things, but to come up with a concrete plan, we would be
10 putting the cart before the horse.

11 When -- there's been talk about this workforce
12 allocation for years. So we got it started last year. It's
13 almost at its end. We're looking over some of the things that
14 they've given us back and we're going to take everything in
15 consideration from that report.

16 The best thing about the workforce allocation is that
17 they're taking all of the things that I've previously
18 mentioned, you know, into consideration when making suggestions
19 about the needs of each district and civilianization of some of
20 our bureaus.

21 There was something mentioned about a shortage in BIA
22 with the staffing of sergeants. Again, this goes to our unity
23 of command and span of control. When we're looking at the
24 retirements, things of that nature, keeping up with attrition.

25 Your Honor, right now, we've -- I've scheduled at

1 least two promotional classes in advance of the starting year,
2 in the upcoming year. We look at what openings we have, the
3 number of positions that we need to fill, and we will be taking
4 each district into consideration, which we do now, to make sure
5 that we can staff that district as well as we possibly can with
6 the proper supervision. So that's one of the things that we're
7 looking at.

8 Now moving onto the Bureau of Internal Affairs, one of
9 the things that I believe, and I believe this is across the
10 board, no matter who's doing an investigation, those
11 investigations have to be done timely and they have to be taken
12 seriously, across the board.

13 And there was one of -- OAG Attorney Hirsch brought
14 up, and she's right, we have to be transparent about everything
15 that we're doing. And as you heard Deputy Chief Walker
16 mention, that when we're doing these investigations, we want to
17 get them done as quickly as possible, because if there's a
18 sustained finding, we want to be able to apply training or
19 discipline as quickly as possible. The longer this goes on,
20 this is something where someone who made a complaint feels like
21 they're not getting any justice, and these complaints linger
22 over an officer. So we just want to make sure we get these
23 things done in a timely fashion.

24 So I myself and the command staff, we're dedicated to
25 making sure that all of our commanders across all of the

1 districts and in every other bureau, within our districts,
2 we're making sure that those sergeants who are assigned, who
3 will be assigned to these investigations within the district,
4 that that's their primary responsibility.

5 One of the things that we've seen, and this goes back
6 to span of control, is that because in the districts, when
7 we're short on supervisors, to maintain that span of control,
8 we will see them pull a sergeant from those investigations to
9 meet that unity of command and span of control. So those are
10 things that we have to work through with our manpower issues.

11 However, we're going to see to it that investigations
12 are being done timely. This will go all the way up to the
13 district commander level because the district commanders will
14 be held accountable during our public safety strategy meetings,
15 formerly CompStat. So weekly, when we have our district
16 commanders come in, we will be looking at those numbers, we
17 will be looking at the complaints, and we will be looking at
18 how effective our sergeants are within those districts in
19 investigating and bringing those investigations to conclusion.

20 So I can tell you that we are 100 percent dedicated to
21 making sure this happens, and I can guarantee you that each
22 district commander will be 100 percent dedicated to making sure
23 it happens.

24 So this isn't a suggestion, these are things that
25 we're going to be doing and we're going to make sure that we

1 get to the bottom of the needs here, so that we're in full
2 compliance of everything that we need. But this goes beyond
3 compliance. We want transparency, we want accountability, and
4 we want our officers to be the most effective that they can
5 possibly be.

6 So if at any time there's a complaint against our
7 officers, especially if it's something that's sustained, we
8 want to make sure that we get those officers the discipline and
9 the training that they need to take corrective action with
10 that. And we want to make sure that people who feel that
11 they've been mistreated or mishandled by police officers, that
12 they get the satisfaction of knowing that we took it seriously,
13 we investigated in a timely fashion, and we got back to them
14 with a conclusion.

15 So with that, Judge, if you have any questions for me,
16 I'll be more than happy to handle those.

17 THE COURT: No, I appreciate those observations. No
18 questions for me right now.

19 Are there questions from anybody else here, of the
20 superintendent?

21 MS. HICKEY: No, Your Honor.

22 THE COURT: Well, I want to thank you, sir, as always
23 for making time for us. I know that you're, again, as busy as
24 a person can be, and we recognize and need your involvement to
25 make this process a success.

1 Other questions? All right. Any other closing
2 statement from the City?

3 MR. SNELLING: I'm pretty sure that's it, Your Honor.
4 And thank you for the time and thank you for everyone on the
5 call for your involvement and the work that we have been doing
6 together. It's been a great progress, so thank you very much.

7 THE COURT: Thank you. Anybody -- any further
8 statement from the Attorney General?

9 MS. GRIEB: Yes. Good afternoon, Your Honor. Mary
10 Grieb from the Attorney General's Office.

11 I'd just like to thank the City and CPD for their
12 presentations today and the information they've provided to the
13 public. We're looking forward to continuing these monthly
14 hearings in 2026. And I would just like to have another
15 reminder: The Monitoring Team does have the topics and the
16 date and times for these hearings up on its website. So thank
17 you, Your Honor.

18 THE COURT: Great. Okay. Any statement from the
19 monitor?

20 MS. HICKEY: Yes. Just briefly, Your Honor. Thank
21 you again for convening today's public hearing and to everyone
22 who participated and attended virtually.

23 Again, next month's hearing will be on Saturday,
24 February 21st at 1 p.m., and the parties will provide a recap
25 of 2025 training, as well as looking ahead to plan training for

1 2026.

2 Additionally, the hearing will afford an opportunity
3 for the public to provide comments, with the request, if
4 possible, for them to focus their comments on recent
5 interactions with the CPD.

6 More information regarding how to sign up to speak at
7 the hearing will be coming soon on our website, as well as by
8 e-mail to our contact list. If you've not signed up for the
9 contact list, again, we encourage you to sign up on the home
10 page of our website, CPDMonitoringTeam.com. I'm told you have
11 to say it three or four times for people to remember.

12 As I stated earlier, and Ms. Grieb reminded you, the
13 full schedule of dates, times, and topics for the 2026 public
14 hearings will be found on our website, CPDMonitoringTeam.com.

15 I hope everyone has a nice day and Happy New Year.

16 THE COURT: Thank you. I want to thank everyone as
17 well. Appreciate the time that you spent and the effort that
18 the City has put in with respect to the presentation today.

19 Again, I always like to see the slides, so if you can
20 get those to me, that would be great.

21 And I'm looking forward to seeing people. I hope
22 we'll get a good turnout at our February meeting. In the
23 meantime, indeed, have a safe and Happy New Year and I'll see
24 you in a few weeks.

25 (Concluded at 2:33 p.m.)

