

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

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| STATE OF ILLINOIS, |) | Case No. 17 C 6260 |
| |) | |
| Plaintiff, |) | |
| |) | |
| v. |) | |
| |) | |
| CITY OF CHICAGO, |) | Chicago, Illinois |
| |) | January 14, 2025 |
| Defendant. |) | 1:05 p.m. |

TRANSCRIPT OF HEARING
BEFORE THE HONORABLE REBECCA R. PALLMEYER

APPEARANCES:

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1 Also Present: Retired Chief Alfred Durham
Associate Monitor
2
3 Chief Angel Novalez, CPD
4 Anna Katter
Civic Consulting Alliance
5 Mike Milstein
Deputy Director, CPD
6
7 Allyson Clark Henson
Deputy Director, CPD
8 Richard Brady, President
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9
10 Ian Brady, Senior Vice President
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20 Court Reporter: HANNAH JAGLER, RMR, CRR, FCRR
21 Official Court Reporter
22 219 S. Dearborn Street, Room 2504
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23

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25 PROCEEDINGS REPORTED BY STENOTYPE;
TRANSCRIPT PRODUCED USING COMPUTER-AIDED TRANSCRIPTION

1 TRANSCRIPT OF PROCEEDINGS

2 (Proceedings commenced via videoconference at 1:05 p.m.)

3 THE COURT: All right. Good afternoon, everyone.
4 Thanks for joining us.

5 We have a very full agenda for the afternoon, so I'm
6 not going to say much myself right now, apart from the monitor
7 tells me this is one of the last days it's okay to say Happy
8 New Year. So that's what my wish for all of us is a Happy New
9 Year and a very productive one. We still have a lot of work
10 ahead of us on the decree and I want much of that work to be
11 accomplished and I'd like to see a lot of progress this year.
12 I'm feeling good about the possibilities.

13 So I'll hear first from the monitor and from the
14 associate monitor, Mr. Durham. But, Ms. Hickey, if you're
15 ready to begin.

16 MS. HICKEY: Thank you, Your Honor. And thank you for
17 convening us here today for our monthly status hearing.

18 We begin this new year with our continued commitment
19 to moving reform forward in the City of Chicago. And we
20 continue to urge the City and the CPD to understand the sense
21 of urgency for reform that our communities feel.

22 Today we will hear status updates regarding the City
23 and CPD's efforts around community policing and workforce
24 allocation. These efforts are vitally important to successful
25 reform across all sections of the consent decree. Because

1 there's a lot to go through today, I too will be exceptionally
2 brief. I want to make a few comments, however, on the
3 importance of the Workforce Allocation Study.

4 How the CPD chooses to allocate its resources and
5 workforce truly matters. It can facilitate effective policing
6 and reform efforts or hinder them. The Workforce Allocation
7 Study should provide guidance and insights to the City and the
8 CPD about how to distribute their personnel resources for
9 maximum effect. And the City will provide some details today
10 on their progress towards facilitating the Workforce Allocation
11 Study.

12 In our reports, we have consistently expressed
13 concerns about key units being underresourced. And we hope
14 that the results of this study will help the City and CPD
15 realign its resources to meet the requirements of the consent
16 decree and to meet the needs of Chicago's communities.

17 Now I'd like to introduce Retired Chief Alfred Durham,
18 who serves as an associate monitor for Supervision -- for the
19 Supervision section of the consent decree.

20 I'll turn it over to you now, Chief. You have to take
21 yourself off mute, Chief.

22 MR. DURHAM: Thanks for that instruction. Good
23 afternoon. And thanks, Maggie.

24 I am retired chief of the Richmond, Virginia, police
25 department, Alfred Durham. And I am the associate monitor for

1 the consent decree section on supervision. The two topics the
2 City and the CPD will address today are crucial to their
3 success and the Supervision section of the consent decree.

4 Paragraph 341 of the consent decree states effective
5 supervisors who lead by example and actively engage with the
6 subordinates under their direct command play a critical role in
7 ensuring lawful, safe, effective, and community-centered
8 policing. Some CPD supervisors have expressed staffing
9 shortages and heavy workloads prevent them from managing all of
10 their duties, including adherence to administrative functions
11 that can affect the overall efficiency and effectiveness of the
12 CPD.

13 Supervisors are responsible for responding to priority
14 calls for service, to take control of a scene, and provide
15 guidance to officers, but high volume of calls for service and
16 low staffing prevent supervisors from responding to a scene.

17 Another impact of not having adequate number of
18 supervisors is the inability to mentor, counsel, or conduct
19 timely performance evaluations. These require a significant
20 amount of time, but the shortages of sergeants limits their
21 ability to fulfill important responsibilities that are
22 essential for officer growth and CPD effectiveness.

23 Supervisors must not only be effective in overseeing
24 officers, which requires not supervising too many officers at
25 one time, but also must reinforce the importance of officers

1 engaging in community policing, truly solving problems on
2 individual blocks and in communities.

3 The Workforce Allocation Study the CPD and the City
4 are undertaking will shed light on many of these staffing and
5 resource challenges and decisions that affect their ability to
6 come into compliance with the requirements across the consent
7 decree, including crisis intervention, support for CPD officers
8 and personnel, and overall field operations.

9 The IMT is hopeful that the results of the Workforce
10 Allocation Study and its long-term implementation strategies by
11 the CPD will address the concerns shared with the Court today.

12 Thank you for the opportunity to speak today, and I
13 look forward to today's presentation.

14 THE COURT: Thank you, Mr. Durham, and thanks for your
15 attention on this.

16 We're ready then to hear from the City about workforce
17 allocation. Mr. Slagel, who is speaking on your behalf for the
18 City?

19 MR. SLAGEL: Two presentations, and the first
20 presentation will begin with Chief Angel Novalez. So Chief,
21 turn it over to you.

22 MR. NOVALEZ: Thank you very much, Allan.

23 Your Honor, thank you very much for the opportunity to
24 be here, and I want to briefly thank the IMT and the OAG, all
25 the collaborative work that's been done. And I also want to

1 thank anybody else that's on this meeting for taking the time
2 out to listen to what the Chicago Police Department is trying
3 to put forward to make our city a much better city and provide
4 better police service.

5 Your Honor, we're going to be speaking on two topics
6 and I'm going to touch on community policing and our efforts in
7 community policing. Once again, my name is Chief Angel
8 Novalez. I was formerly the deputy chief of the Office of
9 Community Policing, and prior to that, I was the commander of
10 the Office of Community Policing responsible for our community
11 policing efforts citywide.

12 Next slide, please, Casey.

13 So, Your Honor, in this next presentation, what I
14 wanted to do is go take a step back a little bit so you and all
15 the listeners here have an understanding of why we are at the
16 juncture that we are at today. And to do so, I want to provide
17 a little historical account of where we've been.

18 Also with this agenda, I wanted to ensure that we were
19 able to provide project background and goals, that we wanted to
20 talk about the project approach and who are the involved
21 stakeholders. I also wanted to have the group talk a little
22 bit about community engagement and what our next steps are
23 going to be. Also we will be introducing our partner in this
24 endeavor.

25 Next slide, please, Casey.

1 All right. Your Honor, so taking a step back, just to
2 get a historical context of where we're at, why we're at this
3 juncture. So the Chicago Police Department has always been a
4 pioneer in community policing and I'm sure that everybody on
5 this call is familiar with CAPS, Community Alternative Policing
6 Strategy, which was devolved and ruled out between the years of
7 1993 and 1995. The effort there was to bring communities and
8 police together in community-building efforts. It was also to
9 find and create opportunities by applying the crime triangle to
10 solve problems.

11 The ultimate goal here was to create trust and bring
12 legitimacy to our department of what is now known as police
13 legitimacy. This approach created 25 offices at the time, 25
14 currently. In every district, we trained personnel that would
15 carry out these responsibilities, these functions, so they can
16 achieve those goals. Currently each of those 22 offices has
17 one supervisor and six to seven liaison officers that address
18 the needs of the district as a whole, and that's going to be
19 important as we move forward.

20 Some of the highlights on this project, you know, in
21 the years of -- year 2020, the community policing efforts were
22 able to put on 14,000 community engagements or events where
23 police had the opportunity to engage with members of the
24 community, make those introductions to start that relationship.

25 Approximately about 4,000 of those were youth

1 engagements, which we know is a very important part of our
2 city, is the youth and the direction the youth are going and
3 the importance of the relationship between the youth and the
4 police.

5 So back in 2019, CPD wanted -- because it had been so
6 many years since the introduction of community policing, was we
7 wanted to find ways on how we create premiums or innovate in
8 the sphere of community policing. As part of that, we looked
9 internally and looked for areas where we can innovate, where we
10 can fill gaps. And what we found was that we needed to
11 strengthen our problem-solving efforts. We wanted to, once
12 again, evolve the problem-solving model, and that evolution had
13 to do with garnering community participation in problem solving
14 to return to them a sense of ownership of the geography they
15 were living in.

16 To get this off the ground, we worked with the
17 Policing Project out of NYU and we introduced a complementary
18 initiative called Neighborhood Policing Initiative which
19 revolved around two roles, which were the district coordination
20 officers and the community ambassador.

21 All right. So this was once again a further
22 commitment of personnel, but one of the premiums that we wanted
23 to do was as the CAPS offices were addressing the needs of the
24 City -- of a district as a whole, we wanted to shrink that
25 geography assigned to officers so that those officers can get

1 to know the norms, the people in those communities, get to meet
2 them where they're at in areas where they feel comfortable,
3 such as their porches, their homes, their blocks, to address
4 problem-solving issues.

5 With that being said, as we look at the IMR reports
6 subsequently after IMR-4, we noticed that it created a level of
7 confusion. It was highlighted by Associate Monitor Rickman
8 where he felt there was two competing initiatives in community
9 policing. So taking the feedback given to us by the
10 independent monitor, we realize that if our monitor was having
11 a level -- there was a level of confusion, that the public must
12 be feeling a level of confusion.

13 So what we did is -- and you can move to the next
14 slide, please -- we met with Superintendent Larry Snelling
15 who's been incredibly -- an incredibly valuable asset to us
16 here when it comes to the consent decree sphere. And we had
17 discussions on what direction he wanted to take community
18 policing.

19 One of the things he said that was incredibly profound
20 was that we wanted to go beyond a function and we wanted to
21 create a philosophy that it was the responsibility of every
22 officer to be a community policing officer and it should not be
23 relegated to an office in a district. So one of the things
24 that he wanted -- one of the barriers we needed to overcome in
25 this was that we lacked a cohesive vision and we wanted to make

1 sure we implemented a cohesive vision and that vision could not
2 rely on individual programs. And also he wanted a level
3 setting of the definition of community policing.

4 Your Honor, as you know, community policing may mean
5 something to me as a sworn member, it may mean something
6 different to a community member, so we wanted something that
7 aligned. Right.

8 Part of those instructions as well, what he wanted us
9 to do -- and you can flip to the next slide, please, Casey
10 because I'm moving very quickly here -- is he wanted to ensure
11 when we create a philosophy, it needed to do a few things.
12 Right? We wanted to ensure that we created a mindset where
13 community policing principles guides the officers' approach and
14 it should impact the heart set; right?

15 There were other instructions the superintendent gave
16 us, but I want to talk a little bit about those specifically.
17 When we create a cohesive vision, we wanted that cohesive
18 vision, and what we want is that it permeates the department
19 and moves away on overreliance on those programs. We should
20 have programs to support the philosophy, but they cannot
21 operate in a vacuum. Once again, level setting on that
22 definition and the definition must be clear, it must be
23 universal, and it must be cross-functional and it must be
24 something that resonates with the community.

25 So critical part of that is ensuring that that

1 definition that we come up with has the input of community
2 members and folks out -- that are impacted by it to provide
3 some feedback when we come to that.

4 All right. Other instructions that the superintendent
5 provided -- and I'm going to jump a little bit ahead and go
6 back to the mindset, skill set, and toolset. One, part of
7 those instructions was for us to remove redundancies to create
8 efficiencies. Those had to ensure that they supported
9 community needs, that they were in line with department needs,
10 that they were keeping with the requirements of the consent
11 decree, and that they were keeping with the goals of CCPSA,
12 which is our community commission.

13 So touching on what we mean by the heart set, mindset,
14 and skill set, right, and in creating the definition. We
15 wanted to ensure that that definition had community input and
16 we wanted it in terms of heart set, mindset, and skill set. We
17 wanted to start with the heart set. We wanted a definition
18 that goes to the why we do things. And it's important because
19 you need to do that in order to change culture. And it is the
20 why. Why is it an honor to take on this responsibility? Well,
21 you know, why is it important to help people? Why is it
22 important to care for our communities? And ultimately, why is
23 it important to care for our cities? We needed to have that
24 mindset.

25 Next we needed to ensure that we had that heart set as

1 well; right? That passion to do what it is that we are tasked
2 to do and ensure that that is a key component in there because
3 that changes behavior, that changes culture.

4 Lastly, we wanted to ensure that our officers had the
5 necessary skills to understand -- and necessary skills, and
6 what I mean by that, is having a clear understanding of the
7 communities they serve, what assets are available in those
8 communities, what resources and training that we can provide so
9 they have that skill set, and how do we collaborate when it
10 comes to problem solving.

11 Earlier I mentioned, Your Honor, that we wanted
12 communities to have a sense of ownership. And what we found in
13 NPI, and it's something we wanted to translate, is that a
14 member of the community is awarded the opportunity to
15 participate in problem solving to gain a sense of ownership.
16 So that is a key component, that if we move forward in this
17 endeavor, that we are ensuring that it is part of, because we
18 need that community participation.

19 And then, Casey, if you can move to the next slide.

20 Your Honor, now I just want to talk a little bit about
21 who the involved stakeholders are going to be in this project;
22 right? For the superintendent, this was a very high priority
23 project. He understands the importance of community support,
24 community involvement, and community participation. So we
25 wanted to ensure that at the highest levels, that this was

1 being driven by supervisory members at the highest level.

2 So what he did is he put this team, this steering
3 committee team together with himself, Chief of Patrol, the
4 Chief of the Office of Constitutional Policing and Reform,
5 Chief of BIA, the Chief of Detectives, the Chief of Bureau of
6 Counterterrorism, and the Chief of Staff for our department, we
7 wanted to ensure that our managing deputy director was
8 involved. And it is not just the police approach. We're
9 looking at this citywide. And also Deputy Mayor Garien
10 Gatewood would be involved with our steering committee.

11 The responsibilities of our steering committee, Your
12 Honor, was ensuring that everybody involved is participating,
13 that the steering committee is providing guidance, that this
14 steering committee is ensuring that there's accountability at
15 the task to achieve the goals that we set forward, and also to
16 be part of the positive messaging when it came to this program.

17 Also -- and I will not steal Director Mike Milstein's
18 thunder. He will be talking about community-based
19 organizations that are going to help us get community
20 involvement, so I'm going to skip over that. Not saying that's
21 not important. It's an incredibly important part of our
22 presentation.

23 But I wanted to talk a little bit about the day-to-day
24 working team. And in facts of this work, what we have is a
25 steering committee that's going to guide us, which I will

1 participate and Allyson as well, but the folks that are going
2 to be responsible in carrying this out at the ground level,
3 which is going to be myself; MD Allyson Clark Henson; Deputy
4 Director Casey McKenzie; Lieutenant Cho from Bureau of Patrol;
5 Director Brooks, which everybody knows; Mike Milstein; and
6 anybody else we need to involve to ensure we carry this out.

7 So what we wanted to do is high-level steering
8 committee to drive the vision, a day-to-day working team to
9 drive what was actionable, what needed to be achieved, and
10 someone to be held accountable if we were failing there. All
11 right?

12 So last thing that I wanted to talk a little bit about
13 was this, Your Honor. We partnered up with the City Consulting
14 Alliance. And for us, that was incredibly important. This is
15 an organization that, one, has a good command of community
16 engagement. They have the knowledge and bandwidth to work on
17 large projects such as this. We felt as an agency that if we
18 had not met the mark in several IMRs, that we needed to reach
19 out to those who can help us achieve that goal.

20 One of the key things that I wanted to highlight that
21 CCA brings to the table is the folks involved with 21CP. Now,
22 Your Honor, this is a group of very, very smart, very, very
23 experienced folks in the law enforcement sphere. When we look
24 at Kathleen O'Toole, former police chief in Seattle, Chuck
25 Ramsey, who was the grandfather of our original CAPS policing

1 strategy, and many more that would help provide guidance, give
2 us feedback to ensure that we're achieving the goals that we
3 need to achieve to grow that community trust and gain that
4 police legitimacy.

5 Your Honor, I know I cut that a little short. I am
6 going to now turn it over to the Civic Consulting Alliance so
7 they can, one, give themselves a brief introduction to the
8 folks on the call, and then talk a little bit about what our
9 progress is going to be here and what our approach is going to
10 be.

11 MS. KATTER: Thank you, Chief Novalez. And good
12 afternoon, Your Honor. My name is Anna Katter, and as the
13 chief mentioned, I am from the Civic Consulting Alliance. We
14 are a nonprofit consulting firm based here in Chicago and we
15 provide pro bono consulting services to government agencies,
16 including of course the Chicago Police Department.

17 We have been supporting CPD in its effort to
18 operationalize community policing since about mid 2024 last
19 year. So the skill set that we bring to the project is really
20 twofold and speaks to what a large undertaking this work is.

21 First, we're providing overarching project management
22 for the work, really working to ensure that the project comes
23 together in a meaningful output for the Department, for the
24 City, and ultimately for the residents of Chicago.

25 Secondly, we are leveraging our experience as neutral

1 conveners of different stakeholders to ensure that all the
2 different voices that have a perspective on this work, some of
3 which the chief just alluded to, are represented.

4 What you see on the slide here is a high-level summary
5 of the approach that we are supporting the department to take
6 to this work. On the left-hand side, you can see that we are
7 currently in the process of gathering several different inputs
8 that will inform the outputs that are shown on the right-hand
9 side.

10 Since summer 2024, Civic Consulting Alliance has led
11 extensive internal engagement of CPD members, both sworn and
12 civilian, across all bureaus, in order to understand how
13 community policing is currently operating at CPD.

14 Of course this is something that has been documented,
15 many times over, but it is a critical baseline in order to
16 inform the future state of the work. So through interviews and
17 focus groups, through surveys, through a lot of desk research,
18 we've really tried to compile a comprehensive view of the
19 current state of things.

20 What you see second there is external community
21 engagement, which of course is essential to this work.
22 Currently underway is a really robust community engagement
23 process that is being led by eight community-based
24 organizations. And we're excited that there have been about 20
25 sessions so far with many more opportunities to engage still to

1 come. As the chief mentioned, Deputy Director Milstein will
2 speak in more detail to that.

3 Finally what you see at the bottom is the 21CP
4 solutions, which is, a national subject matter expert in this
5 field has been contracted via philanthropic funding to research
6 leading practices from other departments on how to
7 operationalize community policing as a pervasive philosophy
8 versus a standalone program.

9 So all three of these inputs will ultimately be
10 leveraged in order to produce a summary of the current state of
11 community policing, both as implemented by CPD and as
12 experienced by community members.

13 Second, suggestions for a future state approach to
14 community policing that leverages those community and --
15 perspectives and national leading practices, and most
16 importantly, lives into the spirit of the consent decree and
17 the superintendent's vision that community policing is a
18 pervasive philosophy that informs the day-to-day behaviors of
19 all CPD members, not just a select few.

20 And of course this work will produce a comprehensive
21 change management strategy and associated implementation plans
22 to really make sure the work moves from policy to training to
23 operational practice.

24 So with that, I'm happy to pass things to
25 Deputy Director Milstein who will talk more about the community

1 engagement approach.

2 MR. MILSTEIN: Great. Thank you, Anna. Good
3 afternoon, Judge. Good afternoon, everyone.

4 Again, Mike Milstein, deputy director here at Chicago
5 Police Department. And I'm going to just touch on and go
6 through our community engagement plan and our process on this
7 project.

8 So as been shared, you know, throughout this
9 presentation, we are really grateful to have a partnership of
10 eight different community-based organizations across the city
11 to really help lead this effort on how we get really meaningful
12 community feedback into community policing.

13 This project or this process for community engagement
14 started in the summer of 2024. There was a public application
15 that went out, invited any organization with interest to apply
16 to be part of this project. And then with a selection
17 committee that comprised of folks from CPD, the mayor's office,
18 City Hall, funders, other community stakeholders, these eight
19 CBOs were selected to form this CBO committee.

20 And, you know, we really took into account, you know,
21 the diversity of the different CBOs, you know, their ability to
22 reach into many different hard-to-reach populations, you know,
23 their ability to engage with folks. Many of them had sometimes
24 negative interactions with police before. All of that we
25 really took into consideration to ensure that we were reaching

1 as many folks as possible and as many folks who have had
2 experiences with community policing, positive or negative, as
3 much as possible. So, again, really grateful for the CBOs who
4 have joined this project with us.

5 And then in the fall of 2024, CBO committee -- those
6 eight CBOs were charged with co-designing the process for
7 sessions of community engagement with the support of overall
8 facilitator Melissa Young with The Intersect and project
9 management support from the Civic Consulting Alliance.

10 What I really want to stress here is that CPD is not
11 involved in how the community engagement is being done. It is
12 essentially these CBOs. They are the ones leading the
13 engagement. CBOs are moving that process. We're really
14 relying on these eight CBOs as experts in their own field.
15 They know how to engage their own community the best. That's
16 what we want to empower them to do, is develop the engagement
17 process based on what makes sense for them and their community.
18 And, you know, we're able to help support that with, again,
19 Melissa Young as the facilitator and CCA providing some of the
20 project manager experience for them. Those CBOs, they all list
21 a ton of great work.

22 And then they started hosting public engagements in
23 November of 2024. Those engagements have continued throughout
24 the rest of 2024 and have continued again throughout the
25 beginning of this year. More engagements are currently

1 happening, and they are scheduled through the beginning of
2 February 2025. These engagements are really intended to
3 provide upfront initial perspectives on the vision
4 implementation of the community policing and to eventually
5 provide feedback on the proposed state future -- future state
6 of community policing.

7 Once this process is done, once the engagements are
8 all done, there will be synthesized reports, such feedback
9 really being used to help and form the implementation plan.
10 And there will be also be a public report made available that
11 also shares what the feedback from the community was and how
12 it's being used to implement it into this project. And we're
13 looking at obviously probably sometime, you know, spring, early
14 summer 2025 for that report to be made available.

15 Go to the next slide.

16 Again, just to kind of highlight and uplift the
17 different -- the eight different CBOs who are part of this
18 work, again, really grateful for them. We also are very
19 grateful for the funders who are providing support for the CBOs
20 to do this work. We know that that's obviously a huge barrier
21 at many times and so we're grateful to have that support from
22 the community and from the funding community to support these
23 eight CBOs.

24 On the screen, there's also a link which will take you
25 to the CPD web page that does list out more information about

1 this project. It will also list out the full calendar of any
2 upcoming sessions that are open to the public. And definitely
3 encourage anybody on the call today to go to that link to find
4 an engagement that's happening in the next couple of weeks, and
5 if you're interested, to come out and actually attend and share
6 your input with us.

7 The next slide.

8 So on the questions, so we wanted to kind of again
9 highlight some of the questions that are being asked in these
10 community engagement sessions. Similar with the engagement
11 process, we really -- CPD did not have any involvement into the
12 creation of these questions. We obviously provided some
13 insight into what we were hoping to get some feedback on, but
14 we really let the eight CBOs amongst themselves and together as
15 a group come up with what questions that they are going to ask
16 in these sessions.

17 And so on the screen here is all of the questions that
18 are being asked on the community policing piece of this
19 engagement. They really range from asking things like, you
20 know, how do you describe the police presence and interactions
21 in your community? Is there too much police presence, not
22 enough police presence? You know, why is that? What do you
23 want to see out of police? What do you want to see more, what
24 do you want to see less of in your neighborhood? And what
25 other ideas do people have on how we can improve communication

1 between policing communities and improve interactions and
2 really have more of a positive impact on people's lives. And
3 overall, how do we build better relationships of trust between
4 law enforcement and community.

5 Again, these are the questions that the eight CBOs
6 together crafted, and these questions are being asked at every
7 single public session engagement. So we wanted to make sure
8 there's consistency across the board and across this process,
9 so each of the community engagements, they are all asking the
10 exact same questions, just to ensure that there is, you know,
11 a -- making sure there's consistency there.

12 So just some of the next steps on this project, you
13 know, the project team, we are continuing to meet weekly to
14 continue advancing this work. The steering committee meets
15 about monthly through the spring, and we will be providing
16 updates to the Independent Monitoring Team and Attorney
17 General's Office following the steering committee meetings.

18 There will be a publicly available report from 21CP
19 expected to be released sometime again spring or summer 2025.
20 And again, finally, those community-based organizations are
21 continuing to host engagement opportunities to gather community
22 input through early February 2024 -- I'm sorry, 2025. I
23 haven't gotten used to the new year yet. And again, just
24 encouraging anyone to go to that website and to look for an
25 engagement to attend.

1 One thing I'll also note is that there is also a
2 publicly available survey. So if you're not able to attend one
3 of the sessions, the engagement sessions, there's also a survey
4 that is available to members of the public to also take and
5 provide feedback on. It's asking again the same questions.
6 And you can find a link to the survey also on the web page.

7 Move on to the next slide.

8 And, again, yeah, this is just a current show of the
9 upcoming public sessions. One thing to note, because, again,
10 these CBOs, they are the ones coordinating their own schedules,
11 more will likely be added over the next couple of days. But
12 this is just kind of a snapshot of the engagements that are
13 currently on the forefront over the next few weeks.

14 Again, moving on to the next slide. And that is it.
15 We can pause there.

16 THE COURT: Thanks very much, Mr. Milstein.

17 Are there questions for any of these speakers?

18 I do have one question. I wonder -- I think you've
19 kind of gone over this, Ms. Katter, but if you could tell me
20 one more time what the Civic Consulting Alliance is, what your
21 history is, and what your goals and responsibilities are.

22 MS. KATTER: As it relates to the project or just who
23 our organization is?

24 THE COURT: Just more generally.

25 MS. KATTER: Sure. So we are a nonprofit based here

1 in Chicago. We provide management consulting services to
2 government agencies, including the police department. So other
3 clients of ours at various points in time have been folks like
4 the public library or the mayor's office, the state's attorney,
5 and we work across three different platforms, education,
6 economic vitality, and safety and justice.

7 So the work that we support the police department with
8 of course falls within our safety and justice platform. And as
9 I mentioned, the types of skills that we bring to our clients
10 are things like developing strategy, developing implementation
11 plans for various strategic priorities that they identify,
12 serving as neutral conveners of multiple different
13 stakeholders.

14 We're fortunate to have worked with the police
15 department, at this point, really since 2017 when much of the
16 work relating to the consent decree got underway. And in the
17 time since then, we have supported the department on a variety
18 of efforts specifically related to the consent decree.

19 THE COURT: Thanks.

20 Are there other questions for any of these
21 individuals?

22 Okay. What's up next here?

23 MS. HICKEY: I just wanted to ask Your Honor if the
24 AG -- if the Attorney General's Office had any comments they
25 wanted to make before the Workforce Allocation Study briefing.

1 MS. GRIEB: Thank you, Ms. Hickey.

2 Good afternoon, Your Honor, Mary Grieb from the
3 Attorney General's Office on behalf of the state of Illinois.
4 And I know we have a lengthy fulsome presentation to come so
5 I'll keep my remarks brief.

6 I did want to reflect on -- just highlight some of the
7 principles of community policing that were discussed today that
8 are required by the consent decree. They include building
9 trust and increasing legitimacy, community engagement,
10 developing community partnerships, problem solving and
11 collaboration between the department, city agencies, and
12 community members to promote public safety.

13 Integrating an overall philosophy of community
14 policing into the department both at a department-wide level
15 and through individual officers is a cornerstone of the consent
16 decree. It's also been a significant challenge as we've heard
17 since the City began implementation efforts.

18 Monitoring reports from prior years have expressed
19 concerns about, for example, the department's lack of
20 followthrough with community organizations who provided input
21 into CPD policies. Reports have identified significant
22 challenges with the department's attempts to integrate this
23 community policing philosophy with department operations, with
24 their crime fighting goals.

25 But as our office said during our December status

1 hearing, we are hopeful and would like to see the department
2 use the momentum created in 2024 to move forward. We've very
3 much appreciated the presentation today on the work being done
4 to date. And we encourage the department and CCA to continue
5 conducting this work as transparently as possible, with a good
6 start presenting this information to the Court and the public
7 today.

8 This includes increasing connections and developing
9 continued connections with individuals and organizations most
10 impacted by the department's policies and practices, and we
11 heard some of those groups mentioned today including young
12 people, the LGBTQ+ community, unhoused individuals, individuals
13 with disabilities, the immigrant community, and individuals in
14 crisis. It will also be important to maintain these
15 connections, create new connections, and provide a feedback
16 loop to the CBOs that we discussed today so that they're able
17 to see how the department has implemented their input.

18 And as the department continues to work on large-scale
19 reform, such as the Workforce Allocation Study which we'll hear
20 about next, and implementing a consistent staffing and
21 supervision program known by the shorthand we all use as unity
22 of command, span of control, we urge the department to ensure
23 the community policing does become a core philosophy throughout
24 the department, from top leadership to frontline sergeants to
25 beat and tactical and other officers in the districts.

1 As the department puts together its strategic plans
2 for this year and develop strategies to combat crime and
3 maintain public safety in 2025, it will be very important to do
4 so with these strategies and input identified through this
5 project. Thank you very much, Your Honor.

6 THE COURT: Thank you, Ms. Grieb.

7 And just so everybody's aware, I know that all of you
8 have schedules that you need to meet. I do not have a hard
9 stop at 2 o'clock today. So if we run a little bit over, I
10 don't want people to feel they have to turn off the computers.

11 Okay. So we're ready to hear from another speaker
12 unless there are additional questions.

13 MS. HENSON: Thank you. Good afternoon, Your Honor.
14 Good afternoon, everyone.

15 As many of you have heard from the previous
16 presentation I provided in October of 2024, CPD has identified
17 a vendor with extensive expertise and experience to provide a
18 comprehensive and replicable agency-wide staffing level and
19 workforce allocation analysis to ensure sufficient and
20 efficient staffing to meet the needs of public safety
21 throughout the City of Chicago.

22 Matrix Consulting Group was onboarded late last year
23 and is here today to provide greater insight on their
24 background and expertise, as well as the analysis and overview
25 of its key phases.

1 At this time I would like to turn it over to Richard
2 Brady, the president of Matrix Consulting Group, to delve into
3 a little bit more about their backgrounds and the plans with
4 analysis.

5 MR. R. BRADY: Thank you, Allyson.

6 Good afternoon, Your Honor. I am Richard Brady. I'm
7 the president of Matrix Consulting Group and the project
8 manager on this assignment. And with me is Ian Brady, senior
9 vice president with the firm who will be the lead analyst on
10 the project.

11 As Allyson mentioned, we're here to provide a brief
12 overview of who we are and the team that will be working with
13 you and the department over the year. And Ian will give you an
14 overview of the approach we will utilize.

15 First of all, briefly about Matrix Consulting Group,
16 we're California based, but we are a national firm with
17 experience over two decades, 23 years in fact, of providing
18 analytical services to primarily local government.

19 Well, we provide a lot of different kinds of services
20 to our clients, human resources studies, public work studies,
21 et cetera. By far our largest and core area of service
22 delivery is in law enforcement and criminal justice. And in
23 the 23 years that we have been in existence, except for
24 22 years before that for me, before I founded the firm, we
25 worked with over 400 police departments in 45 states, plus

1 three provinces in Canada, including many large police
2 departments including Los Angeles, San Francisco, Kansas City,
3 Fort Worth, and others.

4 As I mentioned, I lead the firm. And with me will be
5 a team that I will briefly introduce in a second. That is a
6 hybridized team. They include people such as myself who have
7 never had a career in law enforcement per se, but I've been
8 involved in every one of those 400 or more studies for law
9 enforcement agencies around the country. But we've got other
10 people on our team who had a prior career as a senior manager
11 in law enforcement, but who are now full-time consultants with
12 us and are equal analysts with our team. So it provides a
13 blended approach to analyzing law enforcement workforce and
14 deployment needs.

15 Our proposed timeline for this is a year from now, and
16 Ian when he talks about our approach will get into that a
17 little bit more.

18 Next slide, please.

19 Just to give you two brief examples of the kind of
20 work that we have done for our police clients that is quite
21 relevant for the work that we're doing for Chicago.

22 In San Francisco, we developed a Workforce Allocation
23 Study for them that first of all developed a baseline and what
24 their current staffing needs and every function within the
25 department, but we developed a workload-based model for them

1 that took workload elements and relationships between one
2 function and another to develop an interactive model for law
3 enforcement that the department can use, the board of
4 supervisors and the mayor could use, to analyze staffing needs
5 throughout the police department. We even developed the
6 charter change for them, which ended up being passed by the
7 electorate by over 60 percent. And they're still using the
8 model today.

9 For Los Angeles, we developed a comprehensive
10 redistricting program for them that looked at how to allocate
11 their resources in an efficient and effective way throughout
12 the city that involved boundary changes, but also their first
13 effort at civilianization in the field, which they have created
14 in the interim.

15 Next slide, please.

16 So a little quick introduction to our team. So again,
17 I lead the team. I have over 40 years of consulting
18 experience, mostly in police and justice consulting. I am here
19 to really make sure that it all works together. I'll be
20 involved in every phase of the project and we'll bring together
21 the efforts that will be made by our diverse team.

22 With me will be Devon Clunis first of all, former
23 transformative chief in Winnipeg, Canada, substantially changed
24 a fairly reactive department into a quite proactive one working
25 in one of the most diverse communities in Canada. And he'll be

1 working alongside me primarily in the external stakeholder
2 interface that will happen, but also as that relates to
3 community policing kinds of efforts.

4 Ian Brady, who you will meet in a second, senior vice
5 president with the firm, he's been with us for 12 years. He
6 has developed all of our models as that relates to staff
7 allocation, deployment, and projections. And so he will
8 clearly take the lead in that and certainly as that relates to
9 everything in field services.

10 John Scruggs, senior manager with the firm, he has
11 been with us for eight years. But before he joined us, he had
12 a career in the Portland Police Bureau in Oregon, but he's also
13 been an interim chief in a department in Pennsylvania. He has
14 developed our staffing models as that relates to investigative
15 services and the case side of internal affairs. It will have
16 an important role to play in that analysis.

17 Next slide, please.

18 Greg Stewart, also formerly from Portland Police
19 Bureau, where he spent 24 years, he has a career with us. He's
20 been with us for four years but also has done separate
21 consulting before he joined us relating to training, internal
22 affairs procedures and professional standards, but also
23 policies and procedures, the lead analyst on training and
24 internal affairs.

25 Suelyn Knight, a senior manager with the firm, she

1 leads our practice as it relates to organizational culture and
2 DEI, especially as that relates to law enforcement and justice
3 agencies. Before she joined us, she had a senior advisory
4 capacity role with the RCMP, the Royal Canadian Mounted Police,
5 but also the police, the Toronto Police Service.

6 Tim Donohoe, formerly with the Reno Police Department
7 where he was for 26 years, he's been with us for three years.
8 Before he joined us, he worked for DOJ, the Department of
9 Justice, on international consulting and local law enforcement,
10 formative efforts in Ukraine and in Armenia. And he'll focus
11 on special operational functions.

12 Paul Isaak, also formerly with Winnipeg Police
13 Service, where he spent 30 years focusing on employee health
14 and wellness, but also the crime lab, so he'll have a lead role
15 in those two very different kinds of service functions in this
16 project.

17 Next.

18 So I'm going to turn it over to Ian, who will
19 summarize the objectives that will be used to inform our
20 efforts and a little bit about how we will conduct the study.
21 So thanks again.

22 MR. I. BRADY: The objective of the study first and
23 foremost needs to take into account the consent decree and
24 address it, not just the input we received, but in terms of the
25 output with the eventual interactive staffing models through

1 recommendations. It all needs to be able to meet consent
2 decree requirements.

3 It needs to be able to achieve principles of unity of
4 command and span of control throughout every single district in
5 the department, but as we build the staffing model and develop
6 methodologies for determining staffing needs of each
7 assignment, it needs to be something that is data driven,
8 something that uses quantitative inputs, whether we're talking
9 about calls for service, crime, population, whatever the
10 workload drivers are for that specific position, and
11 incorporate that into the model.

12 As it relates to field services and in particular
13 patrol, it ensures that the same team of officers that's
14 working the same geographic location is also critical to the
15 analysis as it pertains to the redistricting structure but also
16 in terms of the allocation practices that are followed in
17 patrol.

18 Throughout the department, incorporating community
19 policing strategy is also critical, that it can't work in
20 isolation but that it needs to be engrained into everything
21 that is done, from the staffing methodologies to strategic
22 priorities and how they're implemented. But throughout the
23 department, examining total resources and examining things from
24 the capacity versus workload perspectives will be incorporated
25 into each of our methodologies, as well as whether

1 opportunities to have alternative service delivery approaches
2 such as civilianizing positions and looking at what the impacts
3 in terms of costs, benefits, and how civilianization will play
4 out in different functions.

5 Next slide.

6 Ultimately there's three core components to this
7 analysis. First is the workload -- workforce allocation
8 specifically within patrol and the functions it encompasses.
9 Two, as it pertains to everything else in the department, but
10 what's so critical about this is that this is something that is
11 replicable throughout the future. This is not designed to be a
12 report that will be produced at the end of a year and it will
13 sit on a shelf, but something that the department can use on an
14 ongoing basis in the City to be able to replicate everything
15 that we're talking about here.

16 Next slide.

17 So how we build up to that interactive model begins
18 with where we are right now, which is Phase 1, the foundation.
19 That's where we are conducting interviews with both internal
20 and external stakeholders and developing our foundational
21 understanding of the department. So we'll be conducting
22 interviews in every assignment within the department but also
23 importantly at all levels of the organization, not just talking
24 to commanders but going all the way down to line staff as well
25 including ride-alongs in the field.

1 And with that foundational understanding, we will
2 document our understanding of the department, what we call a
3 descriptive profile. That will detail the staffing of the
4 department, organization, different allocation strategies, and
5 that will be used as a base to start developing what
6 methodologies we will use in terms of how we will determine
7 staffing needs of each position and assignment within the
8 department. And so we'll develop what we call a framework
9 document that will outline what those strategies are, the data
10 that we've collected to be able to develop these quantitative
11 methodologies, and whether specific formulas or other methods
12 for determining what the staffing needs for each position
13 should be.

14 And in Phase 3 is where we actually conduct this
15 analysis, using the data we've collected and determining what
16 the staffing needs are from a current standpoint, which then in
17 Phase 4 is where we develop that into the replicable model, the
18 interactive model that can be used throughout the future on an
19 ongoing basis.

20 And then finally in Phase 5, we develop the plan to
21 implement it, final report, and presentations. And you can see
22 on the next slide how this maps out onto a timeline. You can
23 see where the red star is, that indicates opportunities for
24 community engagement, which are structured throughout the
25 process, so that at each deliverable, there is the opportunity

1 for an engagement with the community.

2 So right now we are in that first phase. By early
3 March, there will be an opportunity as we begin developing the
4 profile, and then later in the spring with the framework
5 document, there will be the opportunity, and then with the
6 staffing analysis, current staffing analysis done right around
7 the middle of the summer, late July, early August, and then the
8 project wrapping up by the end of the year in late December.

9 So I'm going to talk a bit more about the community
10 engagement in this next slide. So it begins first by taking
11 the work that the CCA has been doing and doing debriefings with
12 each of the CBOs to be able to understand what they have
13 learned as far as priorities relating to the study, and then
14 building upon that as we move forward with the profile and
15 framework.

16 And then April, May, distributing educational
17 materials on what we've conducted so far with the profile and
18 the staffing framework. And at that point, we'll also do
19 informational briefings for the community on where we're at in
20 terms of the framework and the strategies that we're using to
21 determine staffing so that the community has a chance to
22 provide input on how their priorities should be interwoven
23 within that.

24 So we'll then go and actually conduct a staffing
25 analysis, and then there will be another opportunity in

1 September where we will do more additional informational
2 briefings and educational materials on what we've come up with
3 in the analysis, but also solicit feedback on the impacts as
4 that generates different recommendations that we have. I think
5 particularly as it pertains to the redistricting analysis,
6 that's really critical because it's so ingrained into how it
7 aligns with different communities and being able to have that
8 community policing focus ingrained within that redistricting
9 alternative. So ensuring the community has a chance to comment
10 on that and provide input is going to be really important.

11 And then later in the fall, October, the information
12 materials on the actual interactive model which by that point
13 will have been developed.

14 And finally December, with the final report, the
15 implementation plan, there will be more informational briefings
16 and informational materials developed which will provide
17 another opportunity for the community to engage with the
18 project.

19 Next slide.

20 MS. HENSON: So I'll take this. Talk a little bit
21 about the steering committee. That's an integral body that's
22 going to be working throughout this process with Matrix. The
23 steering committee members incorporate both CPD membership as
24 well as City and external organizations. On the left, you see
25 the members identified within CPD who will be participants in

1 the steering committee. This includes myself, the chief of
2 staff, all of the chiefs, so the chief of Patrol, Internal
3 Affairs, Detectives, Counterterrorism, Office of Constitutional
4 Policing and Reform, as well as our general counsel and Legal
5 Affairs.

6 On the right, you can see our City or external
7 organizations that are also sitting on the steering committee.
8 This includes the CCPSA president, Anthony Driver; CCF
9 representative and funder Robert Boike, CCF representative and
10 funder Timothy Daly; mayor's office, Deputy Mayor of Community
11 Safety Garien Gatewood; and obviously includes Richard Brady
12 and Ian Brady from the Matrix Consulting Group.

13 I just want to flag that as we notated earlier, during
14 different phases of the project, through our subject matter
15 experts who will be participating in Matrix and during those
16 phases as appropriate may be participating on the steering
17 committee as well.

18 You can go to the next slide, please.

19 So at present, our project staff has been meeting
20 regularly with Matrix to facilitate any ongoing data requests
21 that they need and also to mitigate any potential barriers to
22 the timeline that was previously discussed. Our formal launch
23 with the first steering committee is this month, which it will
24 include all steering committee members. At the meeting, we
25 really hope to gather more input from the steering committee

1 members, namely those representatives from CCPSA, the mayor's
2 office, and CCF, really on how to best engage the community on
3 various stages and deliverables from the project, in
4 conjunction with, as we discussed, Matrix has been
5 collaborating with CCA and with utilizing the input from the
6 CBO-led engagements, including that synthesized report that
7 will clearly provide some valuable information for the
8 workforce allocation project.

9 Our bureau chiefs have already been briefed on their
10 roles in the study and on the steering committee and currently
11 interviews are underway just beginning with those members.

12 And then in addition to the community engagement that
13 we've previously spoke about, I think it's important to mention
14 that there will be regular updates provided here at the public
15 hearings as well as our ongoing meetings with the Independent
16 Monitoring Team and the Office of the Attorney General.

17 Next slide.

18 And if there's any questions, we're happy to answer
19 those at this time.

20 THE COURT: You did answer one of my questions which
21 was, I wanted to get a general sense of your timeframe and we
22 did see a graphic on that.

23 Are there other questions?

24 Okay. Unless we have additional questions, I think
25 it's time for us to turn to the coalition. I know there are --

1 MS. HICKEY: Your Honor, I'm sorry to interrupt. I
2 believe the Attorney General's Office may have some comments.

3 THE COURT: Oh, I'm sorry. Yeah. I didn't see that.
4 All right. Let's hear from the attorney general.

5 MS. JUROWICZ: Thank you, Your Honor. I was just
6 waiting in case other people had questions before we started.

7 THE COURT: Okay.

8 MS. JUROWICZ: Good afternoon, Your Honor and members
9 of the community. My name is Hannah Jurowicz. I'm speaking
10 today on behalf of the Illinois Attorney General's Office,
11 representing the people of the state of Illinois.

12 We really appreciate and are very encouraged by the
13 expertise that Matrix brings to this long-awaited project and
14 the commitment that CPD has voiced today for ensuring
15 transparency throughout every phase of the project.

16 It's no exaggeration to say this study is foundational
17 to the reforms across the entire consent decree as well as the
18 department's operations. As IMT's Chief Durham mentioned
19 earlier, efficient data-based staffing allocation is critical
20 for enabling effective supervision, meaningful performance
21 evaluations, mentoring, supporting, and accountability.

22 As Paragraph 356 of the consent decree mentions, the
23 department is required to ensure that its staffing and
24 allocation decisions provide for a range of the reforms,
25 including patrol field supervisors, to ensure span of control

1 and unity of command, well trained and qualified field training
2 officers, staff to train recruits and officers, staff to
3 conduct timely misconduct investigations, certified crisis
4 intervention team officers and officer assistance and wellness
5 staff.

6 Now this comprehensive study is meant to complement as
7 well as inform the ongoing work that is happening within each
8 of the sections. And so by way of example, the crisis
9 intervention section requires that CPD must collect and analyze
10 the number of calls for service involving individuals in crisis
11 for every watch and to evaluate the number of certified CIT
12 officers needed to timely respond to incidents.

13 The workforce analysis data gap analysis and its
14 design may influence this work, just as the crisis intervention
15 section's operational expertise and priorities may inform the
16 study's baseline assumptions and analysis as it goes forward.

17 Additionally, for example, for officer wellness, to
18 ensure that department members receive adequate and timely
19 care, the wellness section must identify the minimum number of
20 personnel needed for substantial caseload levels. This
21 analysis may be invaluable to determining the staffing needs
22 here and providing a replicable way to right-size staffing as
23 officer needs shift in the future as well.

24 As we stated in the October 2024 hearing, transparency
25 from Day 1 design to the results is fundamentally important.

1 The hearing today and the inclusion of stakeholder input and
2 updates at every phase is an important step in charting a
3 different path for this long awaited and much needed study.

4 We were very encouraged today to hear that the CPD and
5 Matrix will be ensuring community briefings at each stage,
6 input from the community, as well as steering committee
7 meetings that include internal and external stakeholders, as
8 well as public updates like the one that we have today.

9 As the study progresses and Matrix and CPD continues
10 to update the public on the study, we urge them to share with
11 the public the scope of exactly what each analysis is asking
12 and what it is not asking. Clear, well-defined questions and
13 priorities will increase the likelihood of achieving the
14 desired outcomes of time -- within time and budget.

15 It will enable stakeholders to evaluate the process
16 and outcome more effectively, and it will help stakeholders to
17 understand the landscape to ask informed questions along the
18 way and help manage expectations of everyone involved. For
19 example, as we heard earlier, it's essential that CPD with
20 community input clearly define specifically what community
21 policing looks like and what it means to people on the ground.

22 Recognizing the complexity and the breadth of this
23 study, the resource and data limitations, and one-year
24 timeline, hard decisions may arise about what to prioritize.
25 To the extent that pertinent staffing-related issues are not

1 fully addressed in this study, we encourage CPD to be clear
2 about what followup analyses will be needed and how it plans to
3 advance the consent decree commitments in the meantime.

4 Now the value of the study will ultimately depend on
5 its effect and how it is used to transparently inform public
6 safety and staffing allocations going forward. We and the
7 public will be following closely the progress going forward,
8 and appreciate all of the work that's going into it. Thank
9 you.

10 THE COURT: Thank you very much.

11 Any additional comments or questions?

12 All right. Is it time now to turn then to response
13 from the coalition? Comments from the coalition?

14 MS. HICKEY: Yes, Your Honor.

15 THE COURT: All right. Great. I understand the two
16 of you will be speaking and that's fine. Ms. Block first?

17 MS. BLOCK: Good afternoon, Your Honor. I'm not sure
18 if Ms. Bedi is on. She was going to speak first. But I'm
19 happy to start off for the coalition.

20 MR. SEPULVEDA: Alexandra, I'm sorry, this is
21 Anthony-Ray. I think she logged off and is back on and is
22 being promoted to panelist right now.

23 THE COURT: Okay. Good.

24 MS. BLOCK: Thank you. I'll defer to Sheila to begin.

25 THE COURT: That's great. Thanks.

1 MS. BEDI: I apologize. I just had some tech issues.
2 Hello, Your Honor. Thank you so much for the
3 opportunity to speak. The coalition truly finds these
4 opportunities incredibly important for our ongoing role in the
5 consent decree.

6 I'm going to focus my remarks on the Workforce
7 Allocation Study and I'll start by quoting former
8 Superintendent David Brown. And he stated, and I'm quoting
9 here, that police officers grapple with societal failures over
10 issues including mental health, drug addiction, and schooling
11 that they are not equipped to handle. Policing was never meant
12 to solve these problems. This is a direct quote from former
13 Superintendent Brown.

14 And that's important here because the Workforce
15 Allocation Study needs to examine how CPD is allocating its
16 policing resources as we've already heard extensively here
17 today, but it also needs to examine what we're asking of police
18 that is just simply incongruent with the nature of policing.

19 Now Chicago has already made some progress towards
20 this by implementing alternative response, the Treatment Not
21 Trauma campaign, also by making some investments in youth
22 peacekeeping through initiatives like the Peace Book, which
23 ensures that young people are engaged in productive, prosocial
24 activities, eliminating the need for police response.

25 And Chicago's also had a longstanding investment in

1 violence interrupter peer-to-peer mediation, the kind of
2 civilian-based responses to community violence.

3 But these alternatives to policing, alternatives to
4 violence interruption, remain woefully underfunded. Far too
5 often, even now with the consent decree in place, police
6 officers are engaging with community members who are in crisis
7 or who are suspected of a minor offense, and that incident
8 escalates into discourtesy or violence, and there's two pieces
9 of CPD data that really underscore this point.

10 The first is that there's been a 36 percent increase
11 in uses of force. And then the second, and this is based on
12 the Office of Inspector General's data, that from 2022 until
13 the present, the most frequent offenses that black people in
14 the City of Chicago are arrested for are traffic violations.

15 The National Institute of Justice has undergone a
16 research study into alternative approaches to traffic
17 enforcement. This is all related to workforce allocation
18 because the analysis of how we distribute CPD resources should
19 not just be done based on what we're currently asking CPD to
20 do, but should really heed the call of former Superintendent
21 Brown and examine what would we ask of CPD if we fully
22 resourced these alternative public safety responses.

23 So we're urging those involved in the Workforce
24 Allocation Study to not just look at the current demands on CPD
25 but to look at these attendant initiatives and determine how

1 fully funding those could decrease the demand on CPD and its
2 services.

3 I'll end my comments there. Thank you again, Your
4 Honor, for the opportunity to provide comments today.

5 THE COURT: Thank you for joining us. We always
6 appreciate the comments from the coalition.

7 And I think Ms. Block may have something to add as
8 well.

9 MS. BLOCK: Yes, thank you so much, Your Honor. And
10 thank you to everyone who presented today. My name is
11 Alexandra Block. I'm the director of the Criminal Legal System
12 and Policing Project at the ACLU of Illinois, and one of the
13 other attorneys for the coalition.

14 Building on what Ms. Bedi said about expanding the
15 scope of the Workforce Allocation Study, to look at not just
16 what is CPD doing with its current resources, but what are
17 structural changes that could reimagine what policing can be in
18 Chicago, another large set of questions is, what are the
19 constraints that are currently being placed on officer
20 allocation and resource allocation by collective bargaining
21 agreements, collective bargaining agreements both at the
22 officer level and the supervisor level.

23 We've had a number of conversations over these sets of
24 status hearings about officer responsibilities and officers who
25 have unique skills, for example, officers who are trained in

1 crisis intervention as Ms. Jurowicz mentioned. Another set of
2 issues that we know we've presented to Your Honor a number of
3 times are officers who have language skills, multilingual
4 officers who can engage with their communities in their native
5 language. And the fact that union contracts sometimes make it
6 difficult to send officers to the districts where their
7 language skills could be most beneficial to members of the
8 public. These are the types of questions that we hope the
9 resource -- that the Workforce Allocation Study will address,
10 in addition to all of the other questions that were mentioned
11 on today's presentations.

12 Because it's important to know and have
13 recommendations to the City of Chicago that if collective
14 bargaining agreements are presenting an obstacle, what
15 positions should the City take in future labor negotiations to
16 remove those obstacles and create better service for people in
17 crisis, for people with limited English proficiency, for people
18 who need various types of specialized services, with officers
19 who have specialized skills and need to be deployed in
20 particular districts or in particular shifts to most
21 efficiently and effectively serve the policing needs of the
22 City of Chicago.

23 The other -- in addition to the collective bargaining
24 agreements, the other issue that I'd really like to focus on is
25 the community engagement plan. We appreciate very much the

1 presentation today about the community-based organizations who
2 are doing engagement regarding community policing and workforce
3 allocation. It is quite surprising that today is the first day
4 to my knowledge that the coalition has ever heard about this
5 community engagement process. The coalition is a coalition of
6 14 civil rights and public safety invested organizations that
7 have been involved in this process since before the consent
8 decree was entered. Our client organizations are uniquely
9 positioned to provide input on what community policing and
10 workforce allocation should look like in Chicago.

11 With all ultimate respect to the organizations that
12 are apparently leading this community engagement process in
13 conjunction with the Civic Consulting Alliance, most of them
14 have no background in policing and public safety issues. And,
15 you know, that's concerning. It's concerning because it makes
16 it look like CPD is only engaging with organizations that are
17 going to be friendly to CPD and not with the coalition
18 organizations that have this broad and deep experience and
19 represent tens of thousands of community members who are
20 directly impacted, historically and currently, by CPD's racist,
21 violent, unconstitutional policing.

22 We would ask that the coalition be invited to
23 participate in this process. It's pretty stunning that the
24 coalition hasn't been invited yet. We encourage further
25 transparency. It's great that Matrix Consulting is going to

1 provide informational briefings, but that's not community
2 engagement or transparency. What true community engagement is,
3 a feedback loop that incorporates community comments and closes
4 the loop in response to those community comments. So we're a
5 bit concerned about this process and how deep and genuine the
6 community engagement really can be. And we would encourage
7 some rethinking to include organizations that are directly
8 involved in community reform and policing reform efforts in the
9 City of Chicago, and to really create a genuine sustained
10 closed loop, you know, community engagement process that can be
11 seen as legitimate by the organizations that are most invested
12 in these issues throughout the City.

13 Thank you very much, Your Honor, and everyone on the
14 call. I really appreciate the opportunity for the coalition to
15 provide our perspective today.

16 THE COURT: Thank you very much, Ms. Block. I
17 appreciate your perspective and I think it's really worthy of
18 consideration. I do.

19 Are there some replies that you might want to make on
20 behalf of the City or the OAG this afternoon?

21 MR. SLAGEL: I want to say thank you for continuing
22 these public hearings. That provides an opportunity for the
23 City and CPD to update yourself as well as the public on the
24 efforts that are being made on the consent decree.

25 THE COURT: Well, it benefits me definitely and I hope

1 others feel too that this does give us an opportunity to be
2 heard. Whether or not -- whether, you know, whether or not
3 we're making progress as rapidly as everybody wants is another
4 question. But we do need to -- we do need to push forward and
5 doing that in a public way is important.

6 Ms. Grieb, did you have a comment you wanted to make?

7 MS. GRIEB: I will defer to Ms. Jurowicz to close us
8 out.

9 MS. JUROWICZ: Thank you.

10 We agree. We greatly appreciate the opportunity to
11 start the year off with updates on these two very important
12 topics. And we are really encouraged that this is just the
13 first of many updates that will be coming this year. We agree
14 with what Ms. Block said in terms of the importance of
15 briefings as well as input at each of the phases, which sounds
16 like it is part of the plan that we heard today and hope that
17 that will continue to be the case.

18 And we also hope with the workforce analysis that when
19 the results of the study are being used to chart a way forward,
20 when all of the results are in and the data is that the study
21 will be an essential piece of the bigger picture as Ms. Bedi
22 mentioned, and that when difficult decisions come up in the
23 future based on the study, you know, that the larger picture of
24 the city is taken into consideration as well.

25 We're really encouraged by the work that we're seeing

1 today and we appreciate the opportunity today.

2 THE COURT: All right. Thank you.

3 Closing remarks from either OAG, the City, the
4 monitor? Let's begin once again with the Office of the
5 Attorney General for closing remarks.

6 MS. GRIEB: Mary Grieb.

7 MS. HICKEY: I think I'm the only one left or, Mary,
8 did you --

9 MS. GRIEB: I just wanted to thank you everyone for
10 the presentations and the presence in court today and we look
11 forward to next month.

12 THE COURT: All right. Then from the monitor,
13 anything -- any closing remarks?

14 MS. HICKEY: I just wanted to thank everyone that
15 participated today and we look forward to, throughout this
16 year, continuing the briefings for the public about the
17 workforce allocation.

18 And I also wanted to let everyone that's on the line
19 know about our hearing next month, February 11th, which will be
20 regarding the parties' status of their response to the IMT's
21 comprehensive assessment that was filed in late 2024 I believe.
22 Forgive me, I filed so many things, I don't remember the exact.
23 But that was filed a few months ago and we will have an update
24 on where the parties are responding to the comprehensive
25 assessment next month.

1 And then I also wanted to encourage people in the next
2 weeks to go to our website CPDMonitoringTeam.com, where we will
3 list out the dates of all of the hearings for the year so that
4 people can put them on their calendar. We are just finalizing
5 that in these last two weeks of January. So be on the lookout
6 for that. We will also send it out through constant contacts
7 and I think if you've joined this hearing, you're probably on
8 our mailing list and will receive that. And if you don't
9 receive it from us, the City or the Attorney General's Office
10 or the coalition sends things out to their contacts too.

11 So I just wanted to let everybody know that and make
12 them aware of what they can be looking forward to in the
13 continuing updates throughout 2025.

14 THE COURT: Great. Well, I think that brings us to
15 the end of our time. I want to thank everybody. I know we
16 went a little bit over today, but it was quite useful to me.
17 So thank you for participating and I know I'll see you again in
18 just a few weeks.

19 MS. HICKEY: Thank you, Your Honor.

20 THE COURT: Thank you.

21 (Adjournment at 2:18 p.m.)
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COURT REPORTER'S CERTIFICATE

I certify that the foregoing is a correct transcript from the record of proceedings in the above-entitled matter.

Dated this 13th day of February, 2025

/s/ Hannah Jagler

Hannah Jagler, RMR, CRR, FCRR
Official Court Reporter