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<p>1 2 3 4 INTERVIEW OF INDEPENDENT MONITOR FINALISTS 5 CHICAGO POLICE DEPARTMENT 6 CONSENT DECREE 7 8 9 10 INTERVIEW OF COAR MONITORING TEAM 11 12 13 14 NOVEMBER 2, 2018 15 10:17 A.M. 16 17 18 19 CITY HALL 20 121 NORTH CLARK STREET 21 ROOM 501A 22 CHICAGO, ILLINOIS 60602 23 24</p>	<p>1 MS. SCRUGGS: Welcome, everybody, today. I'm 2 only going to do a quick intro- -- or kick us off 3 so that the Engaged Stakeholders Committee can 4 introduce themselves, and then you guys can do your 5 presentation and then they will have questions for 6 you. We'll go from there. 7 We will try to let you know when you 8 have like 5 minutes left, 15 minutes left. 9 Why don't you guys introduce yourselves. 10 Do you want me to introduce you or do you want to 11 introduce yourselves? 12 PASTOR BIEKMAN: So we'll introduce ourselves. 13 I still remember who I am this morning even though 14 I haven't had coffee yet. 15 My name is Robert Biekman. I'm with an 16 organization here in Chicago called Community 17 Renewal Society. 18 MR. WILKINS: My name is Eric Wilkins. I'm 19 with actually two organizations, Communities United 20 and Broken Wings. 21 MS. HERNANDEZ: Hi. My name is Maria 22 Hernandez. I'm with Black Lives Matter Chicago and 23 the Campbell Plaintiffs Group. 24 MS. NUQUES: Good morning. I am Katya Nuques.</p>
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<p>1 ENGAGED STAKEHOLDER COMMITTEE: 2 PASTOR ROBERT BIEKMAN, 3 SERGEANT CHRISTOPHER PETTIS, 4 SERGEANT JAMES CALVINO, 5 MS. MARIA HERNANDEZ, 6 MS. KATYA NUQUES, 7 MS. JEANETTE SAMUELS, 8 MR. ERIC WILKINS. 9 10 COAR MONITORING TEAM: 11 JUDGE DAVID COAR, 12 MR. JEFF CRAMER, 13 MR. KEN BOUCHE, 14 MS. MARCIA THOMPSON, 15 MR. THERON BOWMAN. 16 17 ATTORNEY GENERAL'S OFFICE: 18 MS. LISA SCRUGGS, 19 MS. SHAREESE PRYOR, 20 MR. JONATHAN SMITH, 21 MS. LEIGH RICHIE, 22 MR. GARY CAPLAN, 23 MS. CARA HENDRICKSON. 24 25 CITY OF CHICAGO/CHICAGO POLICE DEPARTMENT: 26 CHIEF BARBARA WEST, 27 MS. CHARISE VALENTE, 28 MS. RACHEL SCHALLER, 29 MS. CHRISTINA ANDERSON, 30 MR. WALTER KATZ, 31 CHIEF SEAN JOYCE, 32 MR. MICHAEL BROMWICH. 33 34 REPORTED BY: VICTORIA C. CHRISTIANSEN, RPR, CRR, Illinois C.S.R. No. 84-3192.</p>	<p>1 I'm with Enlace Chicago. 2 SERGEANT PETTIS: Good morning. My name is 3 Sergeant Christopher Pettis. I'm with the Chicago 4 Police Sergeants Association. 5 SERGEANT CALVINO: Good morning. I'm Sergeant 6 James Calvino. I'm also with the Chicago Sergeants 7 Association. 8 MS. SAMUELS: Good morning. I'm Jeanette 9 Samuels. 10 MS. SCRUGGS: And just so everyone is aware, 11 the folks sitting behind there you guys have all 12 been introduced to before, but this is the AG's 13 office representatives, and the City 14 representatives are on that side. 15 JUDGE COAR: Good morning. My name is David 16 Coar of the Coar Monitoring Team, and we will 17 introduce our principal team members as we go 18 along, but let me start with myself. 19 The other folks here are experienced 20 police reform people, I am a retired former judge, 21 and so you might ask: So why are you involved in 22 this? Well, let me give me a little bit about my 23 personal background, things you wouldn't see on a 24 resume.</p>

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1 I was born and raised in Birmingham,
2 Alabama. I attended public high school there. At
3 one time the high school I attended was the largest
4 African-American high school in the country. When
5 I was there, it was 3500 students.
6 To say it was an inner-city school would
7 be a gross understatement. Directly across the
8 street was the largest African-American housing
9 project. At one time or another most of the people
10 that I knew lived in the projects, including my own
11 family.
12 My house in Birmingham was on Center
13 Street in an area called Dynamite Hill, Dynamite
14 Hill because it was the dividing line between
15 historically black and historically white
16 neighborhoods.
17 The early blacks who moved into the area
18 had their homes bombed or torched. One of my
19 earliest memories was watching my father and some
20 of the men in neighborhood walk armed patrols
21 around the house of a lawyer -- an African-American
22 lawyer who was the local counsel for a civil rights
23 organization that was coming in handling civil
24 rights cases.

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1 Those patrols were necessary because his
2 house had been bombed several times, and the police
3 and the FBI showed no interest in investigating
4 crimes or protecting his family from the violence.
5 After graduation from high school and
6 college and active duty in the U.S. Marine Corps, I
7 came to Chicago to attend law school at Loyola. I
8 was here as a student during the riots following
9 Dr. King's assassination during the 1968 Democratic
10 Convention.
11 During that time I lived a couple blocks
12 from Cabrini Green and personally witnessed the
13 interactions between the police and the public that
14 marked that period.
15 After law school I got -- after Loyola,
16 I got a master's degree in law at Harvard.
17 My first job out of law school was as a
18 Carnegie Foundation intern at the NAACP Legal
19 Defense Fund. That involved a year in New York
20 doing appeals in civil rights cases followed by
21 three years in Alabama actually trying civil rights
22 cases -- civil rights and civil liberty cases.
23 I've tried all types of cases including
24 excessive force, school desegregation, criminal

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1 defense, employment discrimination and cases
2 involving the maldistribution of municipal
3 resources.
4 After my commitment with the Legal
5 Defense Fund was over, I received an offer to
6 return to Chicago to teach law at DePaul where I
7 taught courses in constitutional law, employment
8 discrimination, ethics for corporations and
9 corporate finance.
10 During that time my children were born,
11 and I raised my two boys in South Shore and later
12 Hyde Park. I gave each of them the talk when they
13 were about 11 years old, helped them navigate
14 the -- several incidents in which they were stopped
15 by the Chicago Police from the time they were teens
16 through their mid-20s. I now have a grandson who's
17 8 years old, and I assume that my son will give him
18 the talk before very long.
19 I went on the bankruptcy court in 1986
20 and the U.S. District Court in 1994. In that
21 latter capacity, I presided over dozens of
22 excessive force cases and oversaw consent decrees
23 including the redevelopment of Cabrini Green and
24 some housing cases.

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1 More importantly, while I was on the
2 court, I believe I established a reputation for
3 independence, integrity and fairness, and if we are
4 awarded the monitorship, we will provide all
5 parties with confidence in our efforts.
6 Since I retired from the court at the
7 end of 2010, I've served as a private arbitrator
8 and mediator.
9 In 2011 I was appointed special
10 independent counsel for the Teamsters/Central
11 States Pension and Welfare Funds. You may recall
12 that that consent decree arose because of the
13 funding with the mob of purchase of casinos in
14 Las Vegas.
15 About five years ago, the Illinois
16 Supreme Court asked retired Supreme Court Justice
17 Ben Miller and I to co-chair the Cook County
18 Stakeholders, the President of the County Board,
19 the Chief Judge of the Circuit Court, the Sheriff
20 and the State's Attorney, the Public Defender and
21 County Clerk, to find ways to improve the criminal
22 pretrial process in Cook County.
23 The impetus for that effort was
24 overcrowding at the jail. The principal concern

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1 was that there were people being held pretrial in
2 the county jail simply because they couldn't afford
3 bond.
4 We made a big dent in the number of
5 people who are resident at the jail. We still have
6 a long way to go. One of the issues is the people
7 who have mental disability. The sheriff estimates
8 that 25 percent of the inmates in the jail have
9 mental problems, and I'll give you a quick example.
10 The issue there is that once someone
11 with mental illness goes into the system, it's
12 difficult to get them out. A recurring pattern is
13 that the sheriff monitors people who are there who
14 are held for a long period of time. They'll pick
15 up the phone and call the prosecutor and say, you
16 know, "Why is this person here so long? We need to
17 move them out." The prosecutor will say, "Okay.
18 We will agree to a guilty plea for time served."
19 He'll then call the public defender, and the public
20 defender says, "I can't plead that person because
21 they are mentally incompetent."
22 Because of the lack of mental health
23 resources, the person just stays. They're stuck in
24 the system. So there's an urgent need to come up

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1 with some type of diversion program in addition to
2 additional -- finding additional resources for
3 mental health people.
4 I met -- or I knew Jeff Cramer for a
5 long time when he was a prosecutor in the U.S.
6 Attorney's Office. Jeff and I started talking
7 about the need for police reform well before there
8 was a -- the Justice Department report came out and
9 before there was a draft consent decree.
10 We've talked about it several times. We
11 met with Ken Bouche and the folks over at Hillard
12 Heintze to talk about some of these issues. They
13 introduced us to more people, some of whom we'll
14 talk about today, who are subject matter experts in
15 the area.
16 So that's how we came to eventually come
17 up with our proposal to be the monitor in this
18 case. They will give you some background about
19 their background and experience as we go along.
20 What do we bring to the table as a
21 monitoring team? The monitor's going to have to
22 establish a degree of credibility, trust and
23 independence and transparency in the system. We
24 need to build -- one of the most important roles of

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1 the monitor is to build trust between the community
2 and the Chicago Police Department.
3 We have an intimate knowledge and
4 understanding of Chicago. Most of us live in
5 Chicago. We've lived in Chicago before there was a
6 consent decree; we will be here afterwards.
7 Ken, Jeff, Marcia and I are all Chicago
8 natives. The core of our team will be based in
9 Chicago. We will -- we have some firsthand
10 knowledge of the problems that exist, we're aware
11 of the community concerns, we will become more
12 aware of community concerns as we go along.
13 Members of our team have been deeply
14 involved in monitorships in other places and, more
15 broadly, we've been deeply involved in police
16 reform, so I think you'll see more of that as we go
17 along.
18 MR. BOUCHE: My name is Ken Bouche, and before
19 I start, I just want to tell you about my fashion
20 statement. We all met for coffee, and I left my
21 glasses there. Fortunately Marcia has an extra
22 pair, and that's why they look good on me. So I
23 apologize for that.
24 A little bit about me. For the most

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1 part I have been doing police reform most of my
2 professional career. I grew up through the
3 State -- the ranks of the State Police here in
4 Chicago. I started as a trooper in the early '80s,
5 went through the ranks through lieutenant colonel
6 to be the regional commander in my first 18 years.
7 As a young sergeant, I was very
8 fortunate to get sent to the Long Course, which is
9 a school that no longer exists in Northwestern
10 University, and it really changed my mindset on
11 policing. I started looking at ways to implement
12 more community policing practices through the State
13 Police and do other things and then moved into
14 investigations where really reform started to
15 happen for me as a matter of my job.
16 And I can tell you, you know, during
17 those days, the State Police handled all of the
18 police shootings in Cook County with the exception
19 of the City of Chicago, and after about my fifth
20 one in six weeks, we realized that it was a very
21 difficult thing to continue and it was difficult to
22 do it correctly, so we looked at best practices and
23 architected along with the Sheriff and the State's
24 Attorney's Office the Cook County Public Integrity

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1 Unit, which is really a unit that looks at
2 shootings without bias that the home agency
3 normally has.
4 In addition to that, early in my career
5 I was one of the architects of two bills that I'm
6 really proud of. The first was the Videotaping of
7 Confessions and Interrogations Bill in Illinois
8 which started to set the standards. What we really
9 started to see was the problem that was coming so
10 much to light with false confessions, and
11 videotaping was important.
12 We helped people in the General Assembly
13 draft a bill, and I worked with a committee for the
14 Criminal Justice Authority which I chaired to drive
15 the standards and implement the grants that pay for
16 all the committees.
17 The second reform that I think is
18 probably my best brush with fame was the creation
19 of the Racial Profiling and Traffic Data Collection
20 Act in Illinois.
21 For three years, this was -- I was at
22 this point a lieutenant colonel and the area
23 commander and was responsible for legislation. For
24 three years the director of the State Police kept

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1 telling me, "This is a bill we want to fight." A
2 new governor comes in, a new director comes in, and
3 my conversation with them was, "We have to pass
4 this bill. It's the right thing to do. It's
5 needed," and so then we set out an a quest.
6 There were four bills pending. We got a
7 coalition from the Illinois Association of Chiefs
8 of Police, the Chicago Police and some of the
9 county police -- not the Illinois but some of the
10 associations, and we looked at the four bills and
11 we picked the best one, which was from a young
12 member of the General Assembly that no one had
13 really heard of, and we all know him as President
14 Obama.
15 So we went to meet with him and said,
16 "We'll support your bill if you'll work with us to
17 make it a good bill," and he was amazing, and a
18 good bill came out, and that bill has been in place
19 now for I think 14 or 15 years, relatively
20 unchanged, and has been a model for the nation. So
21 that was really important to me.
22 When I left the State Police, after
23 joining Hillard Heintze -- the reason I went to
24 Hillard Heintze was at that point they were a

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1 corporate security company looking to start in law
2 enforcement reform, and I joined to help lead that
3 practice.
4 We did some things early on here in
5 Chicago. When Metra had an embezzlement problem,
6 that was our first big assignment. We became their
7 inspector general and then we assessed their police
8 department.
9 Then we went to Schaumburg when they had
10 a real scandal out there where their detectives
11 were selling narcotics that they were seizing and
12 found that they had some significant problems and
13 ultimately stayed there for a year as their chief
14 when the city said -- the village said, "Put your
15 money where your mouth is. Implement all the
16 reforms you say you need," and I think that they're
17 a model for suburb policing on how reforms can
18 truly be implemented.
19 From that, Hillard Heintze really grew.
20 We started doing work all over the country. We did
21 a lot of the internal affairs reform in Seattle,
22 particularly with King County, and then we were --
23 we were ultimately brought to the Department of
24 Justice to be one of five groups that started a new

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1 project called Collaborative Reform.
2 We had two cities, Baltimore and
3 Calexico, California. That grew. The program
4 proved itself. They decided to put it out for bid.
5 We won that bid, and we were the sole provider of
6 that for seven more cities, some major, some minor,
7 including San Francisco, Milwaukee, some as small
8 as Commerce City, Colorado or St. Anthony Village.
9 All of them had one thing in common.
10 They had tremendous internal strife in their city
11 following a really bad use of force action and were
12 in need of reform.
13 It's really a program that we have
14 committed to. It's a program that stays in line
15 with our company's -- really our core focus is
16 protecting what matters, and we're thrilled to be
17 part of this project.
18 MR. CRAMER: Good morning. My name is Jeff
19 Cramer. I'm the managing director of Berkeley
20 Research Group, which is an independent consulting
21 firm that does internal investigations.
22 More importantly, for purposes of today,
23 I was an Assistant U.S. Attorney here in Chicago.
24 I started my career as a prosecutor in New York,

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1 was then a criminal defense/civil defense attorney
2 in Boston and then came to Chicago about 20 years
3 ago to work at the U.S. Attorney's where I was for
4 about ten years or so.
5 The last thing I did at DOJ was I led
6 the team that indicted Jon Burge and worked on that
7 with another member of our team, Sergio Acosta, who
8 couldn't be here this morning because he's
9 attending a family wedding.
10 Another program I did while at the U.S.
11 Attorney's Office, I co-led Project Safe
12 Neighborhood, and for those of you who aren't sure
13 what Project Safe Neighborhood is, PSN, just
14 briefly, it's a Department of Justice program in
15 conjunction with local authorities. We would work
16 with CPD, with federal law enforcement, with
17 community groups, and we would invite individuals
18 who have a prior felony conviction for guns and sit
19 them down and explain to them the next time they're
20 caught with a gun, the case could be brought
21 federal.
22 But more importantly at those meetings,
23 which took place in the 7th, the 11th, the 10th and
24 the 14th districts, for the most part, was there

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1 would be GED representatives there, there would be
2 drug counseling representatives there, there would
3 be people offering jobs there.
4 So while our part was more or less to
5 bring everyone together and tell them what could
6 happen if they possess a gun, the out-take of that
7 fortunately was a lot of people got their GED,
8 several gentlemen got off drugs and there were a
9 lot of jobs that were given as a result of those
10 forums, which happened pretty consistently
11 throughout the city.
12 Since I left the DOJ, I've been retained
13 by two special prosecutors. The first was Dan Webb
14 and Winston law firm. They worked on the Vanecko
15 case. If you remember, Mr. Vanecko was -- pled
16 guilty to hitting and killing Mr. Koschman.
17 Mr. Vanecko was then Mayor Daley's nephew, so it
18 was an investigation of not only what happened at
19 that scene but also if there were improprieties
20 with respect to the investigation itself.
21 The second special prosecutor case I
22 worked on, which is ongoing now, I'm working with
23 Judge Patricia Holmes. Judge Holmes has the three
24 individuals on the McDonald shooting in the

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1 conspiracy case that's set to go to trial. We
2 worked interviews, witnesses and data for Judge
3 Holmes on that.
4 At BRG, my team and I, we do really
5 multi-million-dollar engagements, they're all over
6 the world, but the focus at least for me is here in
7 Chicago. With the work with the special
8 prosecutors, I'm able to still stay involved, which
9 is how the Judge and I got to talk, as he
10 discussed, and got to know the people over at
11 Hillard Heintze.
12 And just quickly, BRG is about a
13 thousand people worldwide. I think the most
14 important for the purposes of this is we do a lot
15 of data analysis. There will be a lot of data
16 presumably with this engagement. We have a
17 computer forensic lab here in Chicago and I have a
18 team here in Chicago to work that, some of whom are
19 working with me or did work with me on the special
20 prosecutor cases.
21 JUDGE COAR: All right. For better or worse,
22 it bears repeating that communities need the
23 Chicago Police Department and the Chicago Police
24 Department needs to help those communities.

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1 Crime exists, there's no two ways about
2 it, and the CPD is necessary to serve and protect
3 us all from crime and criminals. There's an old
4 saying who are you going to call at 1:00 a.m. when
5 somebody is breaking in your house? You call the
6 police. They are -- they are necessary.
7 Having said that, there are two related
8 narratives that arise out of the historical
9 experiences with the police that persist in
10 minority communities.
11 The first is the need to have the talk
12 with your sons and daughters warning them that any
13 encounter with the police is potentially dangerous,
14 and you try to impart to them certain rules for
15 navigating those encounters.
16 The second, which reinforces the first,
17 is the relaying of incidences in which someone
18 calls to report a crime, and when the police
19 arrive, they get into an altercation with the
20 police and wind up being arrested themselves, the
21 caller is arrested.
22 There are also incidences of
23 disrespectful conduct, excessive force and other
24 unconstitutional behaviors. If it doesn't happen

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1 to you, when it happens to somebody you know, a
2 relative or friend, there's a ripple effect, and
3 that -- that ripples through the community.
4 Even one such act undermines the
5 relationship between the department and the
6 community. Our goal is to reduce the incidence of
7 bad behavior in a way that's demonstrably evidenced
8 by the metrics in community feedback.
9 Community policing, community engagement
10 and transparency have been shown to create a level
11 of trust between the police and the people they
12 serve. So as a judge, most of the cases of police
13 misconduct I saw involved a lack of discipline, so
14 we'll also be looking at the discipline -- the
15 disciplinary process within the department.
16 The next slide shows the members of our
17 team. Peter Harvey is the monitor in Newark and an
18 attorney in New Jersey. He's the former Attorney
19 General of New Jersey. Newark was identified as
20 one of the more successful monitorships, and so
21 we've talked to Peter at some length and we have
22 made Peter a part of the team with not a lot of
23 hours involved but as a consultant to work with us
24 to figure out how he did it and how we could

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1 duplicate some of his efforts.
2 Jeff Cramer you met; Ken Bouche you met.
3 Sergio Acosta, as Jeff said, he's not
4 able to be here today. He's another former
5 Assistant U.S. Attorney and a civil rights
6 coordinator for the Department of Justice.
7 Marcia Thompson, to Jeff's right, led
8 the Hillard Heintze team in Baltimore on use of
9 force and community policing issues. She also
10 worked on engagements with the Denver Sheriff's
11 Office on use of force management staffing and
12 training. Marcia has a special expertise in the
13 area of community policing.
14 Theron Bowman on the end is a Ph.D.
15 He's a former policeman and a former chief of
16 police in Texas. He was appointed one of the
17 monitors for the New Orleans Police Department
18 consent decree and has served as a police practices
19 expert for the Department of Justice in Newark;
20 Maricopa County, Arizona; Seattle; Cleveland;
21 Albuquerque and New Orleans.
22 MR. BOUCHE: So to make up for some lost time,
23 I'm going to buzz through this because you have the
24 resumes for all of our team, but we really believe

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1 that we're putting forward a team of really
2 national experts of diverse lives, diverse
3 experiences and diverse expertise from Rick
4 Tanksley, who was the former chief of police for
5 Oak Park, now Occidental College. In between those
6 two jobs, he led several reform projects for
7 Hillard Heintze. Rick led one of the most notable
8 community policing projects of the '90s that really
9 started to shape community policing not only in
10 Illinois but nationally.
11 Meghan Maury is the general counsel and
12 policy director for the National LGBTQI Task Force.
13 Grande Lum is the former director of CRS
14 for the DOJ and is really an expert in bringing
15 together communities, especially in discussions.
16 Rob Davis is a senior vice president for
17 Hillard Heintze and led our practice with the
18 Department of Justice and our law enforcement
19 practice, former chief of San Jose, former educator
20 on internal affairs for the Department of State
21 globally and for the Department of Justice
22 nationally.
23 Carol Archbold, we like to say she wrote
24 the book on police accountability. It's called

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1 "The New World of Police Accountability." It's in
2 its third edition, and every police chief that's
3 trying to figure out what to do is reading the book
4 that was co-authored by her and Sam Walker.
5 Amy Watson many of you know. She's a
6 professor at UIC and at the Jane Addams School of
7 Social Work and the Department of Criminology.
8 She's been deeply engaged in Chicago, particularly
9 on CIT programs.
10 Tom O'Reilly is our senior gentleman.
11 He has been in this field for about 40 years. He
12 did one of the first consent decrees, the New
13 Jersey State Police consent decree. He was an
14 Assistant Attorney General in New Jersey. He was
15 the architect of the Camden Reconstruction. He
16 currently is one of the senior leaders on the
17 Newark consent decree, as well, and Tom's been
18 involved in almost change in law enforcement in the
19 last four decades.
20 Michael Dirden, former executive
21 assistant chief in Houston, ran their internal
22 affairs, turned it into a nationally renowned
23 program which then was rolled up for their entire
24 city, became the inspector general for the city and

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1 internal affairs, ultimately then progressed up to
2 being the assistant chief.
3 John Maskaly is a professor at the
4 University of Texas. He's really a data guy. He's
5 worked on five of our projects in other cities
6 helping us to bring data together.
7 And Will Johnson is the protege of
8 Theron. He's the current police chief of
9 Arlington, and Arlington was just placed as one of
10 the best community policing programs in the
11 country. Will is a national trainer on impartial
12 policing and really one of the country's leading
13 police chiefs.
14 JUDGE COAR: Let me just say -- and we'll get
15 to questions -- why us? We're the most experienced
16 team ever assembled for monitoring a consent
17 decree, and as you'll see as we go along and we'll
18 talk about as you ask your questions, we've
19 identified momentum as one of the most important
20 things in a successful monitorship.
21 We have a large team and we will deliver
22 our role in the consent decree in a timely fashion.
23 MR. BOUCHE: And that really sums up what this
24 slide is about. If you look at -- we've studied

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1 consent decrees, we've studied police reform, and
2 what we really believe we're best -- and we could
3 find successes in all of these, but the most
4 successful really in my mind started to come out of
5 Seattle. They recently were found fully compliant.
6 They did it in five years. They did it by really
7 building a program that collaborated between the
8 police department, the city, the communities and
9 the monitor and helped implement reforms.
10 That same model, Newark, now in its
11 second year of its consent decree, is already
12 showing some really significant advancements.
13 San Francisco was a Department of Justice
14 Collaborative Reform site that Hillard Heintze led.
15 When the current administration ended Collaborative
16 Reform, they've hired us, and we are the monitor
17 for them in a program between the San Francisco
18 Police and the California Department of Justice
19 similar to what you're doing here but really based
20 on the progress that we made in Collaborative
21 Reform, and their exact quote to us is, "We can't
22 lose our momentum. We're making progress. We want
23 to keep moving forward." So they spoke to the
24 police department, and the city self-imposed that

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1 on them, not the Department of Justice coming to
2 them.
3 So we think that when departments get
4 into this, they see the benefit and continue to
5 move forward.
6 MR. CRAMER: We've got to tie things up and
7 there are a few other slides, but hopefully we can
8 incorporate these as we're answering the questions.
9 MS. SCRUGGS: Start with your questions and
10 we'll start the clock.
11 PASTOR BIEKMAN: Thank you for a great
12 presentation and staying within the time
13 constraints. We have a series of questions that we
14 put together, and they really fall into three main
15 categories. One is around community policing, the
16 other is around community engagement and then
17 finally questions with regard to working with other
18 government agencies.
19 We do have a couple of specific
20 questions that speak to some of the areas that you
21 speak of in your proposal. Particularly you talk a
22 lot about sustainable reform and then also you talk
23 about the Chicago Monitor Community Advisory Board.
24 Hopefully you can share a little bit about that.

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1 But I want to turn it over to -- for the
2 first question, I want to turn it over to my friend
3 and colleague here, Eric Wilkins.
4 MR. WILKINS: Okay. My first question would
5 be: In your experience, how have your concerns
6 regarding disabilities -- I forgot my glasses,
7 too -- regarding disabilities figure into the
8 shaping of police -- shaping of the policy? Wait.
9 Let me just go to this question here.
10 What experience do you have with working
11 with people with disabilities?
12 MR. BOUCHE: I can -- if I could start, I
13 could talk about our work in Collaborative Reform
14 and really some of the leadership that we've had
15 there, and I think that when we look at
16 disabilities, first, we're really significantly
17 talking about an underserved population, and we
18 recognize that, and it really hit home for me when
19 we were at the public hearings and we listened to
20 stories of a man who was shot, ultimately became a
21 paraplegic and then on a traffic stop dragged from
22 his car and set a curb, no respect, and it's not
23 uncommon and it really is pieces of policing that
24 are starting to change.

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1 And when we start looking at our
2 impartial policing programs, an impartial policing
3 program can't be based solely on race. It has to
4 be based not only on race but on lifestyle, on
5 disability and it has to encompass a respect for
6 all people, and that's got to start to be the basis
7 of how we approach impartial policing.
8 Our experience in this in cities
9 particularly like San Francisco and, oddly enough,
10 Commerce City, Colorado, which is also a
11 Collaborative Reform site, had some significant
12 issues in the way that police treated the disabled,
13 and there was distinct focus on the training and
14 really how to incorporate the CIT program into
15 working with the disabled, which is something
16 that's starting to become a large national model.
17 MR. WILKINS: Okay. How much experience have
18 you had with being a monitor?
19 JUDGE COAR: Well, if you'd look across the
20 team, we have -- we were trying to figure out how
21 many hours we had, and depending on how you look at
22 it, hundreds of hours of working in monitorships
23 are reflected in our team.
24 MR. BOWMAN: I would add to that. You know,

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1 thank you for the opportunity. My name is Theron
2 Bowman, and I didn't have a chance to introduce
3 myself, but I've had the privilege of serving on
4 two different monitoring teams, a team in
5 New Orleans that started a little over five years
6 ago, and I also served as a monitor on the team in
7 Baltimore.
8 So I have myself many years of police
9 monitoring experience. I believe that the people
10 on our team collectively have served on 25
11 different police monitoring teams, so there's
12 considerable experience amongst the entire team.
13 MR. BOUCHE: If I could add to that, too, I
14 threw out the term "Collaborative Reform" without
15 explaining what it was, and Collaborative Reform
16 were those cities who were experiencing significant
17 strife and were really on the cusp of receiving a
18 consent decree and went to the Department of
19 Justice and asked for a reform program, and that
20 program started with our teams going in and doing a
21 complete assessment and then spending a period of
22 time working under technical assistance and then --
23 and then going to monitoring.
24 So Collaborative Reform is a monitorship

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1 without the court's overseeing it. Really it's an
2 agreement with the Department of Justice,
3 and between monitoring and Collaborative Reform,
4 all of our team has experience in police reform.
5 JUDGE COAR: There's a slide that we didn't
6 get to that addresses that. Consent decrees,
7 police misconduct investigations, COPS,
8 community-oriented policing initiatives, all of
9 that experience is reflected within this team.
10 PASTOR BIEKMAN: Thank you. So we want to
11 make sure that everybody gets an opportunity to ask
12 questions, but I just wanted to do a little
13 follow-up on the question regarding disability.
14 I think, Mr. Bouche, you were involved
15 with a -- with an investigation of a young black
16 man that was shot back in the '90s, I believe he
17 was deaf, on I-55?
18 MR. BOUCHE: Yes, sir.
19 PASTOR BIEKMAN: How has that helped to kind
20 of inform the work you're doing and how police
21 interact with the public, particularly with people
22 with disabilities?
23 MR. BOUCHE: This is a long story that was a
24 life change for me. Interestingly enough, I was

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1 pursuing a graduate degree. The person I was
2 pursuing it with was deaf. We became friends. I
3 would take notes for her. Then I was the director
4 of the public integrity unit that handled that
5 investigation.
6 The investigation -- it was a sad death.
7 It was a young man who because of use of PCP and
8 anger issues led to his own demise, but what it
9 really -- what made me recognize and made the State
10 Police recognize was that there was a disabled
11 community that we never saw as a disabled
12 community, and that was the deaf community.
13 Ultimately for me, I ended up doing my
14 master's project, a co-project with the woman, on
15 policing the deaf community. The State Police won
16 a national award for it because we came up with
17 tools for the deaf community to use on traffic
18 stops, but it really -- it really helped
19 demonstrate the different needs of different
20 communities in dealing with the police that
21 sometimes aren't so obvious to most of the police.
22 PASTOR BIEKMAN: Thank you.
23 Jeanette?
24 MS. SAMUELS: Very briefly, could each of you

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1 just tell me something about the consent decree
2 that you would change or improve?
3 MR. BOUCHE: I think for me, looking at the --
4 improve I think would be the depth of the look into
5 the CIT programs. I think nationally the CIT
6 programs are lacking a little bit. They've gone to
7 maturity and now need to start looking into other
8 areas of disabled, of mental health illnesses that
9 we don't normally recognize, particularly in
10 teenage and young African-American men, which the
11 tools that police need to deal with that mental
12 illness or that person in crisis is significantly
13 different than what's been taught over the years in
14 CIT.
15 So I think continued advancement in
16 those programs are the most important pieces.
17 MS. SAMUELS: Thank you.
18 MR. CRAMER: Two areas. One aspect we always
19 go through, especially when we're doing our
20 response, is which areas to focus on.
21 The officer wellness, it's important
22 it's in there, and Sergio Acosta, who's on our team
23 who is on the police accountability task force,
24 really derived some of these. I think that's an

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1 area that offers a lot of opportunity.
2 The other one, not surprisingly, use of
3 force is a large focus of the consent decree. I
4 think there are some areas there where that can be
5 built on, as well.
6 MS. THOMPSON: I think for me, you'd have to
7 include community engagement and accountability.
8 MR. BOWMAN: I think I see opportunities to
9 have even more improvement in the area of fair and
10 impartial policing. I think there are some
11 opportunities to really hone in on the populations
12 who are negatively impacted or who are most
13 negatively impacted by adverse police actions.
14 And so I think that we have a chance to
15 make sure that the limited English proficiencies
16 are properly addressed as well as the disabled
17 populations. There is some attention paid to the
18 population of mental disabilities, but I think
19 there is just an opportunity to really make sure
20 that every single possibility of that -- or every
21 single population that's impacted by policing is
22 included in this area.
23 I mean, we all know the Title VII
24 categories, national origin, race, ethnicity and so

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1 on are all touched on, but from what I've seen in
2 Baltimore and what I've seen in New Orleans, I
3 think perhaps there is a chance to be more
4 inclusive than what's already specified in the
5 draft document.
6 JUDGE COAR: Let me affirmatively not answer
7 your question. I understood your question to be
8 what's not in the consent decree to the extent it
9 should be in the consent decree.
10 The monitor is a creature of the consent
11 decree, and so from -- just from reading the
12 newspapers, I take it that this consent decree was
13 negotiated aggressively by the parties, including
14 some of the people in this room, and we're going to
15 stay within the four corners of the consent decree.
16 If you ask all of us if there are things
17 that we would like to be in there, the answer is
18 probably yes, but we didn't negotiate the consent
19 decree. That's between the parties and the court,
20 and we're going to be stay within the corners of
21 the consent decree.
22 MS. NUQUES: Talking about in particular, you
23 know, populations or groups of people, can you
24 describe your methodology for identifying,

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1 preventing and redressing gender bias and
2 gender-based violence in policing?
3 MR. BOUCHE: Well, I can tell you that none of
4 the team here really are experts on that, but we
5 have dealt with that.
6 So when we were in San Francisco, I can
7 tell you that Meghan led the team along with
8 another expert who's not on our team but also did
9 some of the similar work, and really the approach
10 first is awareness. It's education. It again goes
11 back to some of the main points of the consent
12 decree. It's focusing on CIT training, impartial
13 policing training and building in programs that
14 make sure that we address all populations, and
15 that's where the main source of the education and
16 the accountability to our officers should come
17 from.
18 PASTOR BIEKMAN: So we're going to move into
19 the area of community engagement and we're going to
20 receive a question from Jim.
21 SERGEANT CALVINO: All right. The first one:
22 How would you plan on having boots on the ground,
23 actual monitors, you know, like on the street?
24 MS. THOMPSON: One of the ways is as we engage

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1 the community to make sure that they have a
2 meaningful voice is setting up listening sessions.
3 I know early on in this process, as well, there
4 were listening sessions where people were in the
5 community.
6 So we plan to be out in the community on
7 a regular -- on touch points to make sure that we
8 have listening sessions when we start this process,
9 throughout the process and in implementation of the
10 monitoring process.
11 We also want to have focus groups. We
12 also want to use the Community Advisory Board as a
13 voice of the community to make sure that that's a
14 reciprocal conversation that's going on so that
15 they could share with us what community voices want
16 to be heard and have that heard and then also be
17 shared with the Advisory Board things that we're
18 hearing in our work as monitors.
19 We'll also use other ways of touching
20 the community through surveys, through
21 observations, also involving the community when
22 policies are coming out, specific groups having say
23 on policy implementation.
24 However we can meaningfully involve the

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1 community, we will do that within our work
2 monitors. We plan to be active in community
3 groups, community programs as well as attending
4 other forums that are going on in the City that
5 have impact on the consent decree, as well.
6 So we plan to be out, we plan to be
7 visible and we plan to hear the community's voice
8 and in as many creative ways as we can involve the
9 community within the bounds of our authority given
10 by the court, we will do so, and we will be
11 creative in creating those opportunities.
12 JUDGE COAR: If you'd look at the org chart up
13 there, you'll see up to the right the blue box, the
14 Community Advisory Board.
15 We had long and hard discussions about
16 whether to propose membership of the Community
17 Advisory Committee, and our judgment was no, we
18 would not, for a very simple reason.
19 In talking about the other monitorships,
20 the other proposals, the feedback was that they
21 proposed specific groups and individuals, and it
22 turns out sometimes they pick the wrong people.
23 So we think the community should also
24 have input on who's on the Community Advisory

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1 Committee, and so we didn't want to populate that
2 committee until we had feedback from the City, the
3 AG and the community groups themselves.
4 You've been actively involved. You know
5 better than we do who should or who should not be
6 on the committee. If we had agreed among
7 ourselves, we could probably come up with 20 names
8 of people and organizations to put there, but we
9 just weren't sure that they were the right people
10 to put there, so that's why that box is empty.
11 PASTOR BIEKMAN: Judge, can you talk a little
12 bit more about, since we're there, the Community
13 Advisory Board? Specifically how did you see --
14 what did you see as the role of that? And then if
15 you could profile perhaps the types of
16 organizations, people that you'd like to see that
17 you think would make it effective.
18 JUDGE COAR: Well, I can't think of an
19 organization just by their focus that shouldn't be
20 on there. The Community Advisory Committee will
21 advise us on everything, how we should interact
22 with the community, how often we should meet with
23 the community groups, what the vehicles should be,
24 whether we should go out and meet with them

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1 individually, whether we should meet with
2 individuals on the community groups, but the
3 Community Advisory Committee will tell us and give
4 us feedback on what's happening in the community.
5 You know, there's a system -- a pretty
6 straightforward system for getting feedback from
7 the police department, but the community is sort of
8 a large group, as you know. You know, we talked
9 about the disabled community, we talked about
10 racial and ethnic and gender groups, but there are
11 other groups out there, too, and we can't lump
12 everybody in the same basket.
13 What's a matter of urgent concern for my
14 group may not be a matter of urgent concern for
15 other groups, and so we need to have a broad-based
16 way to reach out to the community. The Community
17 Advisory Committee tells us how to do that and who
18 to talk to.
19 PASTOR BIEKMAN: Thank you.
20 MR. CRAMER: One thing I might add on that, as
21 well, is -- and you can tell just from talking
22 about our backgrounds, we're in Chicago, and that
23 just doesn't mean we work here or whatnot, but
24 we've worked on police issues, we've worked on

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1 community issues, whether it's from the bench,
2 whether it's working Project Safe Neighborhood or
3 working with the selection committee for the new
4 person to head COPA or police reform here or
5 elsewhere.
6 We've been in the community, we've
7 worked with police and these groups, so we know --
8 we have a pretty good idea because we've worked on
9 these issues with them who we might want, but as
10 the Judge indicated, I think it would be folly, for
11 lack of a better term, to do it this early without
12 guessing the necessary input.
13 MS. THOMPSON: I just want to add to that, as
14 well. I think that, you know, working and living
15 reform every day as practitioners, you meet
16 different community partners that have wonderful
17 ideas and wonderful outreach that can be creative
18 to help in reform. I mean, I'm working on a
19 citywide initiative on true racial healing and
20 transformation right now which crosses over policy,
21 justice reform as well as mental health and truth
22 and narrative.
23 For me, I mean, that type of policy
24 council has 30 different groups from the City that

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1 are involved in it from the healing field, from the
2 law field, from the juvenile justice field, from
3 housing. I mean, that group in itself has people
4 that have a valid voice that will bring something
5 creative to the table.
6 So I think there are many opportunities
7 for us to develop who would be on that advisory
8 board, but we really want to hear the voices of the
9 community so that we don't select people that don't
10 really have their pulse in the city.
11 MR. BOUCHE: I think we went around and
12 answered some questions, but I don't think we
13 specifically answered the sergeant's question in a
14 way that I heard, and I think it's important to say
15 that our proposal is built on the fact that we
16 believe that reform takes momentum. You can't come
17 in one quarter, do a couple things, leave some
18 directions, come back, check on it. It requires a
19 constant monitoring partnership.
20 Of all the proposals that came in, ours
21 was by far the most hours -- you know, over 1400
22 hours -- and we really took some hits for that, but
23 we believe that that's what it takes, and we were
24 over the City's cap for the budget, and instead of

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1 lowering our hours, we just made those hours pro
2 bono because we did some real analysis and thinking
3 of what it's going to take to have people here.
4 So between our subject matter experts
5 that will drive our initiatives and our team on the
6 ground that will constantly be present, we think
7 we'll have boots on the ground probably more than
8 you would imagine.
9 MS. THOMPSON: Again, Marcia Thompson.
10 I worked with police reform for almost
11 20 years. I'm also an attorney, and I've worked on
12 Title VII workplace issues internal to the
13 government and external to the community, as well.
14 So two things. Eric, as to our
15 experience working with persons with disabilities,
16 I taught ADA accommodations and disability law for
17 almost 20 years. I've also represented juveniles
18 as a guardian who suffered from mental illness,
19 also disabilities, and also in the foster care
20 system and suffered from trauma.
21 For your answer, Katya, I worked on the
22 Domestic Violence Task Force, reviewed domestic
23 violence policy for the police department, how they
24 were not enforcing the laws for domestic violence.

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1 I've also been a keynote speaker for victims in
2 trauma for domestic violence and I've also
3 coordinated teaching domestic violence policies in
4 the City of Birmingham for the entire police
5 department.
6 So I just wanted to add that to the
7 questions.
8 PASTOR BIEKMAN: Thank you. I think you
9 addressed this partially earlier, but I'll just ask
10 you: How will you ensure that youth, LGBTQ,
11 undocumented and people with disabilities' voices
12 are heard and considered in the monitoring process?
13 MR. BOUCHE: Well, Marcia hit on it, I think T
14 hit on it and the Judge hit on it, but we are
15 really committed to community engagement.
16 If you look at our work in Milwaukee, if
17 you look at our work in San Francisco, there was a
18 lot of community engagement. We met with youth
19 groups. We spent significant time in San Francisco
20 with the LBGTQ groups because it was just -- there
21 were so many issues.
22 But we believe that in order to hear the
23 voices between us and our Community Engagement
24 Committee that we have to be able to have a voice

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1 to all the populations and have them be
2 represented, so you'll see us in the community a
3 lot listening and giving updates on what we're
4 doing.
5 SERGEANT PETTIS: So I think that --
6 JUDGE COAR: One of the ways that -- if you
7 think about what the monitor does in a general
8 sense, we're going to be out there trying to figure
9 out what the police department's doing, why they're
10 doing it and how they're doing it.
11 Now, we also want to check to see
12 whether or not it's effective, so we'll be
13 establishing metrics to see whether or not it's
14 effective, and we'll be getting feedback from the
15 community as to whether what we're hearing from the
16 police department is accurate and what the
17 perceptions in the community are of what the police
18 department is doing.
19 So all those pieces are essential.
20 Absolutely all of it. So we need to hear from all
21 of these various constituencies in the City as to
22 how the police are doing and whether or not there
23 are problems out there.
24 MR. BOWMAN: And I would add, Sergeant, that

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1 I'm actually working directly with the New Orleans
2 Police Department in this area, bias from the
3 police, and I know just from experience that there
4 is not one tool that you can use that will capture
5 what you need for every different population out
6 there, and the LGBTQ community in particular,
7 sometimes it is difficult to identify the right
8 stakeholders who can speak for the group without
9 the police alienating that population in
10 particular.
11 So it's really important to use a
12 diverse set of tools from surveys to community
13 meetings to stakeholder meetings to organization
14 head meetings. Sometimes it requires actually
15 going out on the ground and talking to people face
16 to face.
17 But we also have to look at police
18 discipline records, police complaints. We have to
19 look at lawsuits that may have been filed against
20 the police and leave no stone unturned in this
21 area, make sure that we're understanding what's
22 actually happening out there on the street.
23 Just like the dark figure of crime, not
24 every crime is reported, not every piece of

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1 misconduct is reported, not every time a person is
2 offended by an act of impartial policing is
3 reported, so we have to make sure that we actually
4 go out working with the CPD to make -- to try and
5 uncover those sources of information that will
6 inform this particular category.
7 MS. NUQUES: I'm going to keep on kind of
8 like, you know, going deeper into something
9 similar.
10 As you probably know, there's so many
11 issues that go unreported in the relationship
12 between the police and undocumented immigrants
13 because of, you know, the consequences that they --
14 that that may have for themselves.
15 So we have seen this issue even in the
16 task force report for police accountability when it
17 was first published, right? It really was, you
18 know, very explanatory in issues of particular
19 communities, but the undocumented community was
20 left out of that report.
21 So what strategies would you use so that
22 the voices of undocumented immigrants are really
23 heard? In this climate, it's very unlikely that
24 undocumented immigrants -- and I'm saying that from

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1 experience. When I put even the word "police" on a
2 flyer and invite them to a community meeting, no
3 one shows up that may have been in this category,
4 right? Because there's a lot of fear for the
5 consequences.
6 So what are those strategies?
7 JUDGE COAR: You know, in the Cook County
8 stakeholders group that I've been involved with,
9 one of the issues that came up there with the
10 current administration's position with respect to
11 immigration is that it leaves the undocumented
12 unprotected.
13 If you are a victim of crime and you --
14 you won't report the crime to the police because
15 you're afraid that you'll be prosecuted. If you
16 are a witness to a crime, it's unlikely that you're
17 going to show up in court and testify if you're
18 undocumented and ICE is in there prepared to arrest
19 you.
20 So one of the things that we've talked
21 about is keeping ICE completely out of the
22 courtroom. We don't want them in the jail, we
23 don't want them in the -- in the courthouses,
24 because as far as the legal system is concerned,

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1 criminal justice system is concerned, they are
2 members of the community. Whether they're here
3 legally or illegally is not a factor. They're
4 members of the community.
5 And so as we go out and try to address
6 the community, we're going to address the entire
7 community. We want to find out what's happening
8 with respect to the undocumented as well as the
9 people who have papers.
10 MS. THOMPSON: I think one of the options is
11 to determine who the champions are for these
12 organizations, for these individuals, because your
13 point is very valid that the individuals may not
14 come forward for fear -- perceived fear, real
15 fear -- of outcome.
16 So I think we would again poll the
17 community, find out who are the champions for these
18 groups, who are those voices that they trust and
19 invite those people to the table and share our
20 information, ask them to get the information to us
21 and make sure that we have anonymous ways to
22 provide input, be it through a website, through
23 things that they can post on bulletin boards, any
24 way that we can get that information out.

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1 They have these things called micro
2 surveys that can be sent out on cell phones. There
3 are all kinds of creative ways for engaging
4 communities that want to have a voice but don't
5 want to be visible.
6 So I think one thing is finding those
7 groups that have contacts then but also creating
8 vehicles that are anonymous ways to get information
9 to us.
10 MR. CRAMER: I prosecuted domestic violence
11 cases, and in that community, those go 90 percent
12 unreported for obvious reasons. So in working with
13 those victims, you deal with the groups, and that
14 helps bring in or give some comfort level for the
15 victims, which are always the witnesses in those
16 cases, to come forward without fear that anything
17 is going to happen to them that day other than
18 telling their story, and I think that is not only
19 an option, that has been done in other places, and
20 I think it can be implemented here, as well.
21 MR. BOWMAN: And one more point that I'd like
22 to add to that, as well, because I spent 14 years
23 as a chief of police and another 5 years as a city
24 administrator, and what I know is for

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1 disenfranchised groups in the community, you cannot
2 expect them to access traditional means of
3 communication. You just can't put a sign up in a
4 different language and say, "You're welcome. Come,
5 please report," but the department really has to be
6 proactive and reach out and go to those
7 populations, embrace those populations and to make
8 sure that the message that we're sending hits home
9 that we're authentic, that we're humble and that
10 we're touching those stakeholders who do have
11 credibility with those populations.
12 So the methodology has to be completely
13 different in that the approach is reaching out,
14 going to where those populations are, embracing
15 them versus saying, "Okay. Here's the information.
16 Come get it if you're interested in seeing what it
17 is."
18 PASTOR BIEKMAN: Thank you. So we're going to
19 invite Maria to share.
20 MS. HERNANDEZ: Thank you. So my first
21 question is -- and you've spoken a lot to your
22 extensive experience with monitorships.
23 How would you say that the Chicago
24 consent decree is similar to others and also how

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1 would you manage the unique elements of it? In
2 particular, what will you do as a monitor to ensure
3 that the coalition has access to timely information
4 when police officers use excessive force -- or use
5 force, period, receive complaints of misconduct,
6 et cetera, so that the coalition can play a
7 meaningful role in monitoring and enforcing the
8 decree?
9 JUDGE COAR: We had a long discussion
10 yesterday about the use of social media. One of
11 the ways is social media.
12 We will be filing reports periodically,
13 and it's -- I mean, that's -- we'll talk about that
14 some more later, but the consent decree has a
15 schedule for reporting, and we have some questions
16 as to whether or not it should be that schedule or
17 a more frequent schedule for reporting, but we
18 will -- transparency is essential.
19 MR. BOUCHE: I think that that is for our
20 information that's going to go to the community,
21 and I think one of the pieces you're seeking is
22 access to the information held by the Chicago
23 Police Department, and, you know, the monitor has a
24 role, and the role is to see that -- you know, to

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1 look at the pieces of the consent decree -- which
2 this clearly would fall into -- and to ensure that
3 the Chicago Police Department is following its own
4 rules and making information available in a timely
5 manner.
6 But short of that, we would not be a
7 conduit for that information. That would really be
8 outside of the role of the monitor. The role of
9 the monitor would be to make sure that it's
10 happening and, when it's not, to report that it's
11 not happening to hopefully facilitate that the
12 rules are followed.
13 But we wouldn't be a conduit for that
14 information. That would still be a connection
15 through the Chicago Police Department.
16 MR. CRAMER: Two things I would add. One,
17 with respect to information, there's a tremendous
18 amount of data that's already out there. The crime
19 lab in East Chicago has it, the Invisible Institute
20 has it, there is a lot of data out there, and we're
21 cognizant of that, and hopefully the consent
22 decree, which it does speak to -- there's a
23 component, as you know, of data -- bringing that
24 together and being able to get that out in the best

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1 possibility way.
2 To your first point -- and certainly T
3 and Ken can speak to this, as well -- what's
4 different about Chicago with respect to the other
5 consent decrees -- we all know that Chicago is
6 unique for many reasons, but the most important
7 one, which drills down into the consent decree
8 which is I think not present in a lot of other
9 cities, is the historical decades, generations of
10 distrust that exists, and we've seen it from our
11 different areas. The Judge has certainly see it
12 from the bench, everyone else here has seen it in
13 police reform. I've certainly seen it in the U.S.
14 Attorney's Office in dealing with these cases and
15 other matters, as well.
16 This team was put together with that in
17 mind. This team was constructed, and it was
18 constructed very thoughtfully with an eye towards
19 doing the work but gaining the trust, because if
20 you do not gain of the trust of the stakeholders,
21 both police and the community, this fails on day
22 one.
23 So as the community looks to the person
24 at the helm, I think that's tremendously important,

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1 and I think that is also what is unique about this
2 opportunity. And that's what it is, an
3 opportunity.
4 It's a huge challenge, but from what
5 we've seen, because we -- let me dial back. From
6 what we've seen not just from reading the report,
7 what we've actually done in these cases, we've
8 worked these matters here in Chicago and elsewhere,
9 and I think that's different.
10 MS. THOMPSON: I would add to that. I think
11 as Jeff mentioned, we've all worked in other
12 cities, and something that I see that's common is
13 the distrust and the historical aspect of distrust
14 between the police and the community, and it's a
15 fractured trust.
16 We do see that as a similar -- one of
17 the definite nuances here in Chicago is the -- I
18 think in the country, Chicago is the only city that
19 has been designated as a city of torture, so I
20 think that that sets Chicago apart from any other
21 city that's had a consent decree. So that's
22 something else to consider.
23 MS. HERNANDEZ: Thank you. That was very
24 helpful.

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1 Just to clarify, so I heard you speak to
2 your relationship with the community at large and
3 the general public. I was kind of directing it
4 specifically to your relationship with the
5 commun- -- the coalition members who are part of
6 the MOA with the enforcement rights.
7 Does that differ at all with the general
8 public or it's the same thing? It's just a process
9 question really.
10 MR. BOUCHE: The process question I think is
11 the same. I don't think that we would -- in either
12 case would we be the conduit for information under
13 an MOA, but we also would be -- our role would be
14 to ensure that the agreements in these sensitive
15 areas particularly are being dealt with
16 appropriately and the information that you're being
17 promised is being given to you.
18 Now, we won't be the vehicle to give it
19 to you, but we would be the vehicle to report to
20 the courts that it's not being given to you in a
21 timely fashion if that was part of an agreement.
22 MS. HERNANDEZ: Thank you. That's very
23 helpful.
24 So my last question -- so a lot's been

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1 discussed about community participation and
2 oversight, and we've gone into like specific
3 communities. What methods do you plan to utilize
4 in your monitoring of the consent decree so that
5 the community is respected, in particular that the
6 CPD know that they are as accountable to the
7 community as they are to their employer, to their
8 union, et cetera?
9 MR. BOUCHE: I think it really goes back to so
10 much of what we've talked about about our role in
11 managing the community engagement of the consent
12 decree.
13 If the monitor and the monitor's team
14 are listening to the community on a consistent,
15 regular basis and acting on that information, you
16 become an equal partner in the consent decree
17 because you have a voice, and that voice comes
18 through your ability to bring your concerns to the
19 monitor and have them heard by the court, and I
20 think that that's a really important piece. It's
21 really -- it's the key piece to making this work.
22 Both sides, as the Judge said, have to have trust
23 in the process.
24 So if we can facilitate that trusted

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1 voice for the community, then we can help make that
2 work.
3 JUDGE COAR: You know, we're going to find out
4 what the police department is doing. We're going
5 to establish a baseline of performance. We're
6 going to look at the complaint registers, look at
7 the lawsuits, we're going to look at all the
8 objective things.
9 Then we have to measure progress. We
10 have to establish metrics of progress. One of the
11 metrics is have the number of complaints declined?
12 Have the number of lawsuits declined? But also
13 there's a subjective element. We're going to hear
14 from the community. What are you seeing out there?
15 Do you see it's getting better? If not, in what
16 areas is it not getting better?
17 So all of that goes into the evaluation
18 of the reform act.
19 MR. BOWMAN: And to what's already been said,
20 I would add just one or two more points.
21 One is that this is a collaborative
22 process, and through the way -- throughout this
23 process, the monitoring team will be interacting
24 with the City, the AG's team, with the police

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1 department team, so there are no surprises, there
2 are no gotchas, and so as we experience input and
3 feedback from the community, that information is
4 going to be shared with our team.
5 At the end of the day, reform doesn't
6 occur if CPD is not on board, so they are a key
7 critical player in this whole equation. And so we
8 as a monitor sometimes will be responsible for just
9 serving with the CPD and the AG's office and the
10 City and the community as part of this work group
11 to move towards full and effective compliance with
12 the consent decree.
13 But sometimes we'll also serve a
14 convening role, and to the extent we're needed to
15 convene, then we'll make sure that we provide input
16 to make sure the right people are around the table,
17 to hear the right kinds of issues and voices and
18 that the CPD, as a critical member of this team,
19 has an ongoing communication link and is always
20 informed on process and progress.
21 So I think that's how we know that the
22 community won't get left out when it comes to
23 interactions and issues concerning CPD.
24 MS. HERNANDEZ: Those are all my questions.

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1 Thank you.
2 PASTOR BIEKMAN: So thank you, guys. I do
3 have one more question I wanted to ask, and that is
4 that -- and then we can -- we have a few more
5 minutes. We can open it up for others, because I
6 believe we can go until 11:51, is that right?
7 MS. PRYOR: You have 21 minutes.
8 PASTOR BIEKMAN: 21 minutes. Very good. But
9 we don't have to take all that time.
10 MS. PRYOR: You do not.
11 PASTOR BIEKMAN: Thank you.
12 But my question -- so specifically in
13 your proposal, you talk a lot about this concept of
14 sustainable reform.
15 What is sustainable reform? When you're
16 not here, what does that look like for the citizens
17 and the people of Chicago? What is sustainable
18 reform?
19 MR. BOUCHE: As the Judge talked about, we
20 spent a lot of time looking as a group before we
21 decided to make this proposal at what works and
22 what doesn't, and we believe that our role -- our
23 most important role as the monitoring team is to be
24 the vehicle that helps not only the department

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1 reach compliance but have its own internal
2 mechanisms to monitor compliance, to have
3 communications with the community, to make sure
4 that we have the ability to recognize when the
5 reforms put in place are starting to slip.
6 Now, that may mean that there's the
7 establishment of other agencies, that there is a
8 community engagement, but whatever it is has to be
9 right for the City, it has to be right for the
10 department, but what we want to take this to is
11 to really where community policing is going, and
12 it's not the role of what can the police department
13 do for the community; it's what does the community
14 need and how does it solve its problems with the
15 assistance of the police department?
16 And the difference is that there's now
17 an equal voice in that, that it's not community
18 policing by the police; it's a community policing
19 program that the communities run.
20 And I know Chicago is even trying this
21 in a couple of their districts in a program out of
22 New York called Co-Produced Policing. Those are
23 the types of mechanisms where there is a voice
24 developed in committees, whether they're at the

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1 district level, whether they're at the headquarters
2 level, where the community's voice is not only
3 heard, it's embedded in the process, and that's how
4 reforms will be sustained.
5 PASTOR BIEKMAN: Thank you.
6 MR. BOWMAN: May I add again here that I was
7 told while I was probably in school or somewhere
8 but it stuck with me that a system produces exactly
9 what it's designed to produce, and so in that we're
10 around the table today having this discussion about
11 police reform in Chicago means that there are
12 elements and aspects of the system that are broken
13 and that have been broken for some years, and in
14 order to produce reform that's sustainable, we have
15 to change the system.
16 And so what you have sitting at this
17 table here is the core team with a group of
18 experienced professionals who understand what best
19 practices are in policing around the country, folks
20 who have participated on other monitoring teams,
21 and again in my case in New Orleans, when we went
22 into New Orleans, there were four police officers
23 on trial for murder, and in Baltimore, the gun --
24 the GTTF task force corruption case was just

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1 adjudicated this year.
2 So we've seen some of the worst
3 conditions in police departments, but we've been
4 able to walk alongside of these police agencies,
5 and under the auspices and the parameters
6 established by the consent decree, we've been able
7 to work some effective resolutions.
8 And so it involves from day one looking
9 at the system, providing feedback and input and
10 training, to some extent technical assistance as
11 allowed under the consent decree, and helping the
12 CPD to understand what systems we are aware of can
13 be effectively replaced or changed in order to
14 instill that permanence, that sustainability that
15 will continue 20, 30, 40 years after this team is
16 no longer officially monitoring the City of
17 Chicago.
18 PASTOR BIEKMAN: Thank you.
19 JUDGE COAR: Let me give you an example as I'm
20 listening to the conversation.
21 The police have a tough role. They're
22 where the rubber meets the road on a lot of
23 society's ills. You can't expect a police officer
24 walking -- I remember Mike Royko wrote a column

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1 about a friend of his who was Irish. His friend's
2 uncle got off the boat in New York, took the
3 overnight train to Chicago, before he went home he
4 went by the police station, picked up his uniform,
5 and by 2:00 that afternoon, he was on a corner
6 directing traffic.
7 You can't expect somebody to come in and
8 not have the biases and the straightjacketed way of
9 thinking that they had as a civilian. Training
10 makes up the difference. The policies and the
11 training make the difference, and so we're going to
12 look at that. We're going to look at the policies
13 and we're going to look at the training.
14 We're going to look at the system of
15 accountability in place. If somebody's not
16 following the policy, what does the police
17 department do about it? And to the extent -- when
18 we talk about police reform, all of that is part of
19 reform. We're not brainwashing the officer; we're
20 making sure that there's a system in place so that
21 we get proper policing.
22 And there will be metrics in place long
23 after the monitorship ends so that anybody can come
24 in and take a look at those metrics and see whether

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1 or not there is sustained reform. If there's not
2 sustained reform, then I suspect that you'll be
3 sitting in this same room 25 years from now talking
4 about the same issues.
5 PASTOR BIEKMAN: Not me.
6 JUDGE COAR: But you'll have more information.
7 PASTOR BIEKMAN: Yeah, exactly. So thank you
8 all. I just wanted to make sure -- because that is
9 our last -- kind of the last question there, but
10 there may be things that came up amongst the
11 committee that you might want to ask questions.
12 Anything?
13 MS. SAMUELS: Can you just -- have you all
14 worked together before as a team, or how did this
15 team come together?
16 MR. CRAMER: It started years ago, literally.
17 Judge Coar and I had coffee discussing this years.
18 This is years before the Police Accountability Task
19 Force, this is years before the DOJ report and
20 obviously long before the RFP that brings us here
21 today. So we've been talking about this for a
22 while.
23 The Judge and I knew each other in the
24 federal building. As I indicated, I indicted Jon

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1 Burge. The Judge worked on the reparations board
2 for Jon Burge, so we had that in common.
3 Then I knew Arnette Heintze from Hillard
4 Heintze, and we started talking with his
5 professionals and Ken and then Marcia and T, and if
6 you'll remember that one slide with the 12 faces,
7 they have all worked together in some way, shape or
8 form.
9 So we're not disparate people. We have
10 all worked together in different capacities
11 together, though, on different police reform issues
12 and community issues.
13 MS. THOMPSON: And I'll add that I've worked
14 with Ken in the past as part of the executive team
15 for Hillard Heintze in reform in Baltimore. I've
16 worked with T for, I don't know, over 10, 15 years.
17 What did you say? 20?
18 MR. BOWMAN: 20.
19 MS. THOMPSON: Okay. 20. We've trained
20 police on sexual harassment, diversity, ethics and
21 we also served on a panel together for many years,
22 and I've also been general counsel for the National
23 Organization of Black Law Enforcement Executives,
24 so I know many other leaders in the country in that

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1 role, as well.
2 I've also worked with many of these
3 other people on our team. Aside from the table
4 here, also I've worked with Grande Lum, I worked
5 closely with the Department of Justice, so many of
6 us have had touch points over the last 20 or 25
7 years.
8 MR. BOUCHE: The team that you see up on the
9 board, of the 10, 8 of them have worked previously
10 on reform projects through Hillard Heintze. Grand
11 Lum did not. Marcia and Tom O'Reilly recommended
12 we talk to him for this project because of his
13 roles at CRS.
14 And Amy Watson many of us have worked
15 with because of her work in Chicago and in some of
16 the things we have done here, but she's never been
17 part of our reform effort. Everyone else has been
18 part of our system.
19 JUDGE COAR: The first time I met Ken, we sat
20 down and talked about if there was to be a team,
21 who would the subject matter expert be, and we
22 kicked around a lot of names, a lot more names than
23 you see in this group, and we sort of narrowed it
24 down and expanded the list over time, some of whom

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1 have worked together -- most of whom have worked
2 together, but not necessarily everyone.
3 MR. BOWMAN: Finally, just me, I'm kind of all
4 over the place. I'm a unique individual in that I
5 touch so many different interests. Myself, I've
6 had the good fortune of being involved -- I'm a
7 preacher's kid, I'm a deacon at my church, I'm a
8 former police chief, a 30-year police professional,
9 a former city management professional, I have been
10 in academic classrooms teaching graduate courses
11 for now 27 years, and so I touch across almost
12 every different arena and discipline that's
13 important to this issue of police reform.
14 So I've not only been sitting on the
15 outside as a monitor, but I've been on the inside
16 actually doing the work, so I not only see what
17 works, I know what works, I've created systems that
18 work, and so I've had the -- just the privilege to
19 be a part of this group and in this team, and I'm
20 honored to be here invited to present to you guys
21 today, as well.
22 So thank you, Pastor, for this honor.
23 MR. CRAMER: One last thing, and hopefully
24 this has come through today, I think we've put

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1 together people that are the best for Chicago since
2 they know the issues -- not just issues, policing
3 and community issues in Chicago coupled with
4 national experts to bring a fresh perspective. You
5 need both. That's what we tried to do here.
6 PASTOR BIEKMAN: So thank you all very much
7 for your time.
8 MS. HERNANDEZ: Actually, I had another
9 question.
10 PASTOR BIEKMAN: One more question, please.
11 MS. HERNANDEZ: Thank you so much.
12 I mean, you guys have -- yes, thank you
13 so much for answering all these question so
14 thoroughly. I was wondering -- we did speak on --
15 and this was encompassed really by Katya's question
16 on how to involve folks who don't typically report,
17 such as undocumented, and so do you plan on
18 outreach to other communities that don't
19 traditionally report such as people engaged in sex
20 work or homeless populations, stuff like that?
21 MR. BOUCHE: I think that we do. I think a
22 lot of what we touched on can be used across a
23 board range of communities, but I think the one
24 thing in our conversation that we didn't really

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1 touch on is these are the ongoing engagements with
2 our Community Engagement Board that will help drive
3 that.
4 MS. HERNANDEZ: Okay.
5 MR. BOUCHE: It's going to be those voices
6 from the community that are saying, "What are you
7 doing here?" And our questions back will be
8 saying, "You're right. How do we get there?"
9 Because in many of these communities of
10 these disenfranchised people, we will need your
11 help -- the community's help to figure out what are
12 the best methods to get to these people and to
13 include them in the process.
14 MS. HERNANDEZ: Thank you.
15 JUDGE COAR: And when we set the board up, the
16 board won't represent every community concern out
17 there. It can't be. It would be a 150-member
18 board.
19 What we want is a broad cross-section,
20 and when you have a broad cross-section, you get
21 the least common denominator, the things that they
22 agree on.
23 But there are other communities out
24 there that we're going to be reaching out to, and

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1 it won't be necessarily the same communities at the
2 same time. As problems are identified, we're going
3 to go out and reach out to those communities.
4 MS. HERNANDEZ: Thank you.
5 PASTOR BIEKMAN: Okay. I think we're going to
6 turn it back over to Lisa.
7 MS. SCRUGGS: All right. Well, thank you all.
8 We will see this same team tomorrow. You guys are
9 on at 9:40 tomorrow. So certainly we look forward
10 to hearing from you again. Thank you for being in
11 attendance, and we'll be in touch.
12 JUDGE COAR: Thank you.
13 (TIME NOTED: 11:37 A.M.)
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REPORTER'S CERTIFICATE

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3 I, VICTORIA C. CHRISTIANSEN, a Certified
4 Shorthand Reporter of the State of Illinois, do
5 hereby certify that I reported in shorthand the
6 proceedings had at the hearing aforesaid, and that
7 the foregoing is a true, complete and correct
8 transcript of the proceedings of said hearing as
9 appears from my stenographic notes so taken and
10 transcribed under my personal direction.
11 IN WITNESS WHEREOF, I do hereunto set my
12 hand at Chicago, Illinois, this 5th day of
13 November, 2018.
14
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17 C.S.R. Certificate No. 84-3192.
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