

IN THE UNITED STATES DISTRICT COURT  
FOR THE EASTERN DISTRICT OF MISSOURI  
EASTERN DIVISION

UNITED STATES OF AMERICA,	)	
	)	
Plaintiff,	)	
	)	No. 4:16-CV-00180-CDP
vs.	)	
	)	
CITY OF FERGUSON, MISSOURI,	)	
	)	
Defendant.	)	

STATUS HEARING

BEFORE THE HONORABLE CATHERINE D. PERRY  
UNITED STATES DISTRICT JUDGE

October 7, 2025

APPEARANCES:

Independent Monitor:	Natashia Tidwell, Esq. SAUL EWING LLP - Boston
For Plaintiff:	Jeffrey R. Murray, Esq. (by phone) SDEPARTMENT OF JUSTICE
For Defendant:	Daniel Carter, Esq. LEWIS RICE LLC

Consent Decree Coordinator: Patricia Washington

Reported by:	LYNN E. BARTIMUS, RMR, CRR Official Court Reporter United States District Court 111 South Tenth Street, Third Floor St. Louis, MO 63102 (314) 244-7003
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1 October 7, 2025

2 **(Proceedings began at 10:04 a.m.:)**

3 THE COURT: Good morning, ladies and gentlemen. As  
4 you can see, we are at a different courtroom, and this is one  
5 I'm not totally used to being in. So if I have problems, I  
6 will -- something is echoing here.

7 THE CLERK: I'm turning it down.

8 THE COURT: We will get that straightened out. So  
9 we are here in the case of *United States of America v. The City*  
10 *of Ferguson* for 4:16-CV-00180-CDP. And we are here for our  
11 quarterly status hearing where the public speaks. And I will  
12 start by asking the counsel for the plaintiff -- or for the  
13 defendant, I'm sorry, for the City of Ferguson, to please  
14 identify yourself.

15 MR. CARTER: Good morning, Your Honor. Daniel  
16 Carter for the City of Ferguson.

17 THE COURT: All right, thank you. And then on the  
18 line, do I have the attorney for the United States, Mr. Murray?

19 MR. MURRAY: Yes. Good morning, Your Honor.  
20 Jeffrey Murray for the United States.

21 THE COURT: All right. Thank you. And then for the  
22 Monitor?

23 MONITOR TIDWELL: Good morning, Judge. Natashia  
24 Tidwell on behalf of the Monitoring Team.

25 THE COURT: Thank you. Before we get started, I

1 wanted to, well, first of all, thank the public for being here.  
2 I see a good crowd, and that's a good thing. And I know we  
3 have several -- I think six -- of you signed up to speak. And  
4 the way we will do it is have the public speaking before.  
5 First, we will have the members of the public who wish to speak  
6 speak. And I think all of you have done this before. So there  
7 is these buttons on the lectern where you come up to speak.  
8 There a green light that says you -- you are ready to talk.  
9 And then you have five -- each person has five minutes. And so  
10 the yellow light comes on at four minutes, and then the red  
11 light tells you when your five minutes is up. We don't usually  
12 use this in district court. We borrowed it from the Court of  
13 Appeals.

14               So as you all know -- I'm sure there is nobody here  
15 who doesn't know -- that the federal government is in a lapse  
16 of appropriations and so is shut down, and many employees are  
17 furloughed. You may have read in the paper that the courts  
18 have -- we are in the same situation, of course, except that  
19 because of some unappropriated moneys -- it's fee income from  
20 things that we have -- we are able to continue in operations  
21 and pay our employees through October 17th is what they  
22 predicted this year. And we have been through this before. We  
23 never have any idea what's going to happen or when it's going  
24 to end. And we certainly hope that it ends soon so that none  
25 of our employees end up going without paychecks, of course,

1 but -- but we don't want anybody to go without paychecks, but  
2 many people are already.

3 Part of what's happened is the Department of Justice  
4 is obviously in a shutdown situation and cannot spend any extra  
5 money. They can only do things that are essential duties. And  
6 there are many in the Department of Justice. But Mr. Murray is  
7 new to this case. And he is here by telephone. And that's  
8 because there was no reason -- I didn't want to slow things  
9 down. We are making such good progress in this case, I didn't  
10 want things to slow down because of the shutdown. So  
11 Mr. Murray is here by telephone so we didn't have to -- nobody  
12 had to incur the -- well, he didn't have to incur the travel  
13 expenses of coming. And so I do hope that we will -- that this  
14 will be over soon, and we will be back to normal, and we can  
15 meet Mr. Murray in person.

16 But what we will do is have the members of the  
17 public speak first, and then the attorney for the City will  
18 speak. And then Mr. Murray can say anything he wishes,  
19 although he is new to the case, and I told him if he didn't  
20 want to say much or anything, that's okay too. And then we  
21 will hear from Ms. Tidwell. And so that's what -- how we will  
22 proceed.

23 I hope you do -- you all know, and if you don't  
24 know, the Monitor's Semiannual Report has been filed. And, you  
25 know, take a look at this. It is in a new format that the

1 parties worked out. I think everyone will agree it's easier to  
2 follow the progress on the various provisions of the Consent  
3 Decree. And so I hope you will look at that.

4 With that said, I think we will start with the  
5 speakers. Mr. Kasoff, you have signed up first.

6 One second. Oh, yes, thank you. I do have to --  
7 thank you, Ms. Tidwell, for reminding me. I know the clerk  
8 said this, but I need to say it too. Any recording or  
9 broadcast of this proceeding is not allowed. We do have a  
10 YouTube channel, and this is being broadcast on the court's  
11 YouTube channel, so I hope there are members of the public  
12 listening in. But you may not record it or broadcast it to  
13 anyone. And that is the rule for all proceedings in our court,  
14 and so please honor that. And there are -- there could be  
15 consequences if you did not.

16 So with that said, Mr. Kasoff, may proceed.

17 MR. KASOFF: Good morning, Your Honor. My name is  
18 Nick Kasoff, and I'm a member of Ferguson city council. I am a  
19 member of the four-person majority who voted to cut the  
20 appropriations for Consent Decree litigation for this year.  
21 And I'm here to talk about that briefly.

22 Obviously, as a city council member, we have a lot  
23 of competing interests that we have to deal with. And  
24 ultimately, my responsibility is the well-being of the people  
25 of the city. And this year, like many inner-ring suburbs and

1 urban areas, we had a tight budget. The ARPA funds are gone.  
2 And we just have to make due with what we have. And our City  
3 has the same responsibilities as every other city. We have  
4 public safety. We have potholes to patch, the streets to  
5 repave. We have derelict houses to tear down and so forth and  
6 a certain amount of money to do with it. And unlike every  
7 other city in the state of Missouri, we also have a Consent  
8 Decree and the expenses associated with that.

9 Now, the City of Seattle just finished their Consent  
10 Decree. And it took them 13 years. And they spent  
11 \$127 million over that period of time, which sounds like a lot.  
12 But they have a \$2 billion general fund budget, and they are a  
13 big, affluent metropolitan city. Ferguson is a small city with  
14 a general fund of \$18 million a year. And so if we were  
15 spending in proportion to what they spent in Seattle, our  
16 Consent Decree budget would be \$88,000 a year.

17 As it happens, over the nine years we have been in  
18 the Consent Decree, we have sent six million dollars, which is  
19 an average of \$670,000 a year. And you can imagine that that  
20 would be quite a hardship for our city. Now, I know that some  
21 of those who speak after me are going to say that the Consent  
22 Decree isn't punitive; it's creating a structure for better  
23 government in the future. And I completely support that. I  
24 was one of the people who was in the street protesting in 2014  
25 and the years following. And I absolutely abhor some of the

1 things that the City has done in the past. But we also have to  
2 recognize that when you take money away from people who don't  
3 have it, it's punitive whether you intend it to be so or not.  
4 When the streets can't be paved because we don't have the  
5 money, it's the people who live in that city who have to drive  
6 on those streets.

7 Now, we have gone a great distance so far. And I'm  
8 delighted to say that, in my observation at this point, I think  
9 we have probably the most Constitutionally conscious police  
10 department in the state of Missouri, if not in the entire  
11 country. We have a police chief who talks the talk and walks  
12 the walk, in terms of community policing and in terms of  
13 Constitutional policing.

14 And all of the villains in this story are gone.  
15 Mayor Knowles and Finance Director Blume, who in the -- in the  
16 report were the architects of the problem, are long gone.  
17 Knowles is a city manager in a suburban city two counties from  
18 here. And I don't know what happened to Jeffrey Blume. The  
19 city attorney is gone, although she works as a city attorney in  
20 some other municipalities around here. The police chief at the  
21 time is gone. And almost the entire police department is new  
22 recruits who came to Ferguson specifically because they wanted  
23 to be a part of the good work we are doing in Ferguson.

24 And so the reason why my -- a majority of the  
25 members of council voted to cut the appropriation for this year



1 is because we have been going along for nine years, and  
2 documentation has been sparse. Procedures have been shaky.  
3 Personnel has changed. I have lost track of how many monitors  
4 we have been through, but our monitor bill for last month was  
5 \$34,000. And we can't afford to put speed bumps in  
6 neighborhoods where people are driving past homes at 60 and  
7 70 miles per hour. So the majority of council wanted to draw a  
8 line and give people an objective. Let's bring this to a  
9 close. We are never going to stop doing the things that are  
10 required for justice. But the legal expenses are killing us.  
11 Thank you, Your Honor.

12 THE COURT: All right. Thank you, Mr. Kasoff.  
13 Next, we have Jamil Franklin.

14 MR. FRANKLIN: Good morning.

15 THE COURT: Thank you, sir.

16 MR. FRANKLIN: My name is Jamil Franklin. I'm a  
17 resident of the City of Ferguson. Also as of April of 2025, I  
18 was recently elected to city council. I'm proud to say I also  
19 received the majority of votes. So I represent the majority of  
20 Ward 2 active voters.

21 Briefly, I will just touch on my colleague. I was  
22 not a part of the four-council member majority that voted to  
23 cut funding. I believe that that funding needed to stay  
24 intact. And I look forward to us reallocating those funds by  
25 the end of the year, as it does not appear the Consent Decree

1 will be at its end by December 31st.

2           You -- Judge, you got my letter, I assume, that I  
3 sent to the Court, just to kind of give you my official  
4 position on the Consent Decree. So I won't go into a lot of  
5 details. But I am here today to invite you, the DOJ, and the  
6 Monitor to National Night Out in Ferguson. We have got a lot  
7 of different communities and neighborhoods that are having  
8 events tonight. And we would love to have you all out,  
9 fellow-shiping, meeting neighbors, seeing the people that are  
10 involved in the community in the various neighborhoods. So if  
11 you -- if anyone is interested, definitely reach out to myself  
12 or any of my colleagues, and we will definitely escort you  
13 across our city. And most of our parties will start at 5:00,  
14 and they will go into 9:00. So we would love to have you in  
15 the city of Ferguson. Thank you.

16           THE COURT: Thank you. I knew you all were doing  
17 the National Night Out thing this week. I usually go to my own  
18 neighborhoods. I do appreciate that invitation.  
19 Unfortunately, I can't do either one. But maybe next time I  
20 will, because they're usually -- it's great for me to see my  
21 neighbors and things, so I think it's a very good program.

22           Thank you, Mr. Franklin. All right. Alan Mueller?

23           MR. MUELLER: Good morning, Your Honor, Alan  
24 Mueller. As always, my wife and I really appreciate this  
25 opportunity to share our thoughts with the Court. We are

1 extremely pleased by the progress that our City is now making.  
2 After so many years of false starts and delays, we are finally  
3 making obvious, substantial progress in realizing the benefits  
4 that the Consent Decree has brought about.

5               Recently, I saw a video that was made while Delrish  
6 Moss was our police chief. The significant community problems  
7 noted in that video are rarely a concern anymore. We have  
8 moved ahead. Progress is being made. So we must stay on our  
9 current path and complete the work. We need to maintain  
10 stability by maintaining our city manager, police chief, and  
11 the team that Chief Doyle has assembled. We must finish the  
12 trainings and put the new policies fully into effect. We must  
13 prove our successful adoption of those policies by passing the  
14 Monitor's independent audits. For the peace of our community,  
15 the residents of Ferguson must know that the culture of the  
16 police department has changed and that those changes are  
17 permanent.

18               My personal experiences on the Neighborhood Policing  
19 Steering Committee and Police Training Committee has convinced  
20 me that the Consent Decree process is working. A few examples:

21               The NPSC did not receive anything on the Community  
22 Policing Engagement Plan until 2020. What we received was  
23 unusable, so several of us had to rewrite the plan almost from  
24 scratch. Because of a lack of City support, the plan then sat  
25 for over four years. Finally, last year, Patricia Washington

1 facilitated a series of NPSC meetings dedicated to completing  
2 the plan in a matter of a few months. Together, we were able  
3 to get the plans done, and the plan was approved and adopted.  
4 The final version is excellent and, as it is implemented, will  
5 make great improvements in police community relations.

6 Similarly, the Police Training Committee first  
7 received a draft of the Police Training Officer lesson plans in  
8 January 2022. The PTO program is a key element for improving  
9 our police department functions. My wife and I spent three  
10 years working on the lesson plans, futilely, trying to get  
11 major plans corrected. Then, starting in early March of this  
12 year, Ms. Washington and Lisa Stephens were able to get the PTO  
13 lesson plan substantially rewritten. Their work created an  
14 excellent curriculum, which received an appreciative review by  
15 the Training Committee and approval by the DOJ and Monitor.

16 One last example. The Training Committee recently  
17 reviewed a lesson plan called, "Use of Force Role Play  
18 Training." This is one of several lesson plans that address  
19 concerns identified in one of the Monitor's audits. This  
20 training revolves around the 45-minute body-worn camera video  
21 of an actual incident in Ferguson. The lesson plan describes  
22 how FPD command staff originally felt that the use of force  
23 depicted was appropriate and necessary. However, Sergeant  
24 Richardson, one of our department's PTOs, took exception to the  
25 primary aspect of the incident. She was able to see the

1 situation differently because she saw it through a deep  
2 understanding of de-escalation and problem-based policing that  
3 are the core of the FPD/PTO program. Policing is complex. We  
4 cannot expect one PTO to catch every issue in our department.  
5 That is why, until the new culture is imbued throughout the  
6 department, the Monitor and her subject matter experts are  
7 critical for checking and evaluating our department's progress.  
8 You cannot check the answers on your own test paper.

9 I think these examples demonstrate the effectiveness  
10 of our current team. The DOJ, the Consent Decree Monitor, a  
11 dedicated police chief, an excellent Consent Decree  
12 coordinator, a professional training staff, and well-trained  
13 police officers, all who have been and are working to bring  
14 good community policing to Ferguson. We have the right people  
15 in place to complete the Consent Decree. We are making good  
16 progress. Our efforts are achieving improvements, and we need  
17 to stay the course.

18 So thank you, Your Honor, for your commitment to  
19 seeing us through this long, often frustrating progress. Those  
20 of us who have been involved with the process all along  
21 acknowledge the contributions of the original DOJ lawyers and  
22 are still dismayed at their departure. We recently learned  
23 that Nick Sheehan has left after only a couple of months. We  
24 appreciate his good efforts. We now welcome and hope to be  
25 able to meet Jeffrey Murray. We look forward to a productive

1 relationship with him as we renew our commitment to this  
2 important work and bring the benefits of the Consent Decree to  
3 fruition. Thank you.

4 THE COURT: Thank you, Mr. Mueller.

5 All right. Mr. Noll?

6 MR. NOLL: Good morning, Judge. My name is Gerry  
7 Noll. I'm a long-time resident of Ferguson and a member of the  
8 Civilian Review Board. And as chair of the board, I'm here to  
9 speak on behalf of the board. And, first, I wanted to  
10 acknowledge all the stuff that Alan was saying was great. I  
11 totally agree with him.

12 And one of the things I wanted to talk about today  
13 was the fact that FPD is now rolling out their in-service  
14 training. And they have got training plans in place. The  
15 training officer, Lisa Stephens, was real instrumental in that.  
16 Chief Doyle has been very instrumental in it. The neighborhood  
17 policing steering committee and the Training Committee that  
18 Alan mentioned, all of them have worked together to bring that  
19 plan to fruition.

20 I have been involved with the Civilian Review Board  
21 for about seven years. And one of our frustrations has always  
22 been that we review complaints, information. We see body-worn  
23 camera video. But we have never known how our officers  
24 trained. Well, now, with the training plan being rolled out --  
25 and kudos to Chief Doyle that he is very receptive to us, the

1 CRB members, attending and observing the training, so we see  
2 firsthand how our officers are trained. Later on, if a  
3 complaint comes along and we see body-worn camera video, we  
4 will be more educated on how our officers are trained and how  
5 they should be reacting. We will be better able to judge what  
6 we are seeing in the body-worn camera video. And so that has  
7 kind of closed the loop for us in the complaint review process.  
8 We will be able to see how our officers are trained, read our  
9 policies and procedures, see our officers in actual action and  
10 come to a more educated program as to how they are following  
11 policy and training.

12               So I just wanted to emphasize that that's a great --  
13 many of the milestones in the Consent Decree had to do with  
14 training. And now those things are starting to be completed.  
15 And the benefits we see in an organization like the Civilian  
16 Review Board is very, very instrumental to that.

17               One last thing. Jamil invited you to a Neighborhood  
18 Night Out thing. Well, I'm going to invite you to a roundtable  
19 that's being put on a week from Thursday, October 16th, by  
20 Zoom, in the evening. And there are going to be four civilian  
21 oversight agencies around the state of Missouri. The Kansas  
22 City executive director, the St. Louis Civilian Review Board,  
23 the Columbia Civilian Review Board, and us in our little town  
24 of Ferguson, our Civilian Review Board. So the four of us are  
25 going to be in a roundtable discussing how our different boards

1 approach things. And interestingly enough, every one of these  
2 boards does things slightly different. So we all have  
3 oversight responsibilities within our communities, but we do  
4 things differently. So to me, it's going to be an interesting  
5 roundtable to see the scope of civilian oversight and how  
6 different communities approach it. So I'm extending an  
7 invitation. I'll try to get you the information on that if you  
8 are interested.

9 THE COURT: I am interested if you will send me the  
10 information.

11 MR. NOLL: I thought you might be.

12 THE COURT: Or I can get it also from Ms. Tidwell,  
13 but you can send it to me.

14 MR. NOLL: And she is invited, too.

15 THE COURT: I assumed she was.

16 MR. NOLL: Thank you very much.

17 THE COURT: Okay. Thank you.

18 Yes, Ms. Butler.

19 MS. BUTLER: Good morning.

20 THE COURT: Good morning.

21 MS. BUTLER: Good morning, Judge Perry. Thank you  
22 for the privilege to speak to you today.

23 I'm particularly thinking about the Pledge of  
24 Allegiance. "I pledge allegiance to the flag of the United  
25 States of America and to the republic for which it stands."



1 And to the republic. And as a political science, I know that  
2 that word has special meaning. Although we commonly refer to  
3 our form of government as a democracy, it is the label of a  
4 republic that affords us our individual rights as citizens. It  
5 gives us protections from tyranny. It allows for minority  
6 protections that can't be voted away by the majority. And the  
7 judiciary branch of government plays a particularly important  
8 role in support of that tenet. I see you. I see your peers.  
9 And I thank you for your integrity as you go about your duties  
10 to keep your pledge.

11 This quarter, I want to continue shine a light on  
12 the City's leadership, being the city council and city  
13 administration and how the Consent Decree has struggled with  
14 fits and starts, as it has wobbled towards completion. I think  
15 the council truly showed its face when they were bold enough to  
16 suggest defunding the Consent Decree in the 2026 budget and  
17 then settled for a partial defunding. Their lack of buy-in has  
18 been perceptible in their frequent turnovers in city managers  
19 and police chiefs.

20 But today, for the rest of my time, I want to talk  
21 about police chiefs. After Chief Moss's departure, his  
22 right-hand guy was the obvious choice. But no. When City  
23 Manager Seewood departed soon after Chief Moss, the council  
24 halted the final interviews to reopen the search. And as  
25 candidates withdraw, they selected the only candidate standing

1 that was not McCall. And he left as soon as he could  
2 sufficiently add "chief" to his resumé. At that point, the  
3 council showed a modicum of shame and promoted Chief McCall to  
4 the decision of chief, that they should have done previously.  
5 And as soon as they felt they had an opening, they asked for  
6 his resignation and then hired a replacement, just in time for  
7 the next status hearing.

8 I bring that up now because the three-year contract  
9 will be expiring in the spring. Although I heard that  
10 negotiations started some months ago, they seem to have  
11 stalled. And I, having knowledge of the City's history,  
12 suspect that this action pairs well with the attempt to defund  
13 the decree. I wonder. I wonder or I expect that they are  
14 expecting to be free of their obligations soon and want to keep  
15 this position available for the department to go in a more  
16 comfortable direction, unencumbered by the Consent Decree.  
17 Just my suspicions, based on the City's modus operandi.

18 As I observe this activity, I am concerned that the  
19 City is hoping to snap back to behavior that, while clearly  
20 will be an improvement on where we were in 2014, is still not  
21 where we could be after fully implementing this Consent Decree.  
22 Just my observations and concerns.

23 Thank you for the opportunity to share this with  
24 you. Yes. I -- I'm also thinking about the false dichotomies  
25 that I often hear from the council members that want to defund

1 the Consent Decree. They often use -- think that it's okay to  
2 substitute Constitutional funding for speed bumps. And that  
3 really offends me.

4 Thank you, Judge.

5 THE COURT: Thank you.

6 Mr. Buthod. I'm sorry, I don't know how to  
7 pronounce your last name.

8 MR. BUTHOD: No one knows how to pronounce it.

9 THE COURT: I gave you an L that I know wasn't  
10 there.

11 MR. BUTHOD: My name is Richard Buthod. I'm a  
12 fairly new resident of Ferguson, just under three years. So my  
13 perspective is different than most citizens here today. What I  
14 lack in knowledge of the nuts and bolts of the committees and  
15 the processes of Ferguson, I have an advantage in freshness and  
16 scope of vision.

17 Ferguson is known throughout the country, throughout  
18 the world, as a place of racially brutal police, against most  
19 of its citizens. As a native of Tulsa, I am sensitive to this.  
20 Whether it's accurate or not, the impression is pervasive. The  
21 Consent Decree was the first step toward coming to terms with  
22 that well-earned reputation. It has not helped that the City  
23 has -- the City that consented to the terms has dragged its  
24 feet implementing them. Now, just as the City is getting  
25 serious about honoring its commitments, just as the memories of

1 outsiders are beginning to fade, our current city council is  
2 trying to hold us back. We must not let that happen.

3 Ferguson has many wonderful people at institutions  
4 that I never knew of from the outside. There is affordable  
5 housing. Access to highways. There is a natural beauty in  
6 Ferguson that I have not seen anywhere in Missouri, Ozarks and  
7 rivers included. There is a potential for growth and new life  
8 moving in. There is hope. But there is no hope if we abandon  
9 our commitments, if we reject our neighbors, if we allow the  
10 bitterness and limited parochial vision of a dwindling few to  
11 take us backwards, to bask in their tiny, bitter-filled world  
12 of exclusion. They do not speak for all of us.

13 I urge us to take seriously our responsibility, to  
14 turn our civic stigma on its head. We have so much to offer.  
15 Let us commit to opening our town to new neighbors of every  
16 background.

17 And I offer profound thanks to you, your staff, and  
18 everyone who has been guiding this along the way. Thank you.

19 THE COURT: Thank you, Mr. Buthod.

20 All right. Mr. Carter, I will hear from the City.

21 MR. CARTER: Good morning, Your Honor. I will  
22 introduce first from the City --

23 THE COURT: Oh, yes, sorry. I know you usually do  
24 that, and so before I forget.

25 MR. CARTER: No, that's fine. Today we have with us

1 the mayor of the City of Ferguson, Ella Jones, several members  
2 of the Ferguson City Council, including council member Jamil  
3 Franklin, council member Nick Kasoff, and council member  
4 Naquittia Noah. We also have with us today City Manager John  
5 Hampton and Chief of Police Troy Doyle. And I hope I'm not  
6 forgetting anyone else. So that kind of lets the public know  
7 when we do these introductions that city officials remain  
8 engaged in this case and are interested in feedback from the  
9 members of the public.

10 Last but certainly not least, we have Ms. Patricia  
11 Washington, the City Consent Decree Coordinator. She is going  
12 to present today and give us a status update on Consent Decree  
13 implementation, current challenges of the department, and  
14 community-wide impact she sees as a result of the City's  
15 compliance effort. They will include mention of training for  
16 officers happening as we speak as well as an invitation that  
17 you have already heard, from others to -- to the public, to  
18 attend one of the many National Night Out events happening this  
19 evening.

20 With that, I would invite Ms. Washington to give her  
21 part.

22 THE COURT: Good. Step up, Ms. Washington. Good to  
23 see you again.

24 MS. WASHINGTON: Very nice to see you, Judge. Thank  
25 you.

1           Good morning, everyone. I'm really excited to be  
2 here and give this report this quarter, Judge Perry. We  
3 have had remarkable progress, yet again. And I just want to  
4 thank you the members of the public that were here for the  
5 comments. And as always, I'd like to thank the -- our  
6 partners -- and I truly call them that, our partners -- whether  
7 it's the NPSC, the CRB, working together with our newest  
8 partner, our newest -- or helping us think through things at  
9 the DOJ with Jeff Murray and thank Nick Sheehan for all of his  
10 work. And as always, we appreciate the work of the Monitor and  
11 her team. So we are truly grateful for that. It takes all of  
12 us really working together to be able to move this forward. So  
13 I am greatly appreciative.

14           So I have a lot to have to report out on. I'll try  
15 to get through it as quickly as I can. And for the -- you said  
16 a yellow light, a red light? I'll try to watch for that.

17           THE COURT: Actually, you don't have -- you are not  
18 limited by the red light.

19           MS. WASHINGTON: Oh, you may regret that here in a  
20 minute, but I'll do it as quickly as I can.

21           THE COURT: Well, if I need to turn it on, I'll tell  
22 the clerk to give you a yellow light.

23           MS. WASHINGTON: Okay. I want today to talk about  
24 our progress in several different areas. But those areas, I  
25 want to focus on three key areas while we talk about those

1 sections. And that is implementation, some of the challenges  
2 that we continue to face, and then the impact that we are  
3 seeing. Because we often talk about the things that we have  
4 done. And we are happy and pleased to report out to the Court  
5 the progress that we are making towards substantial compliance.  
6 But I want to get in the habit of informing the Court the  
7 impact that we are having so we can come have a more complete  
8 picture. And I'll start with that today.

9 I'll start with training. As I mentioned before, we  
10 actually have some training going on now. Mr. Stephens  
11 couldn't be here today because that training is happening at  
12 FPD. Our primary focus continues to be on training. We have  
13 seen excellent forward movement in this area. I want to thank  
14 the Training Committee. I want to thank the Department of  
15 Justice and the Monitoring Team for their efficiency and their  
16 collaboration in improving these training criteria and moving  
17 them forward so we can actually get them -- get people in the  
18 seats and experiencing the training.

19 We have engaged strong subject matters experts, and  
20 we have developed high-quality training programs that address  
21 Constitutional policing, officer decisionmaking, and community  
22 engagement. Right now, as I stated, the officers are  
23 participating in a First Amendment Protections training. And  
24 that is being delivered by retired St. Louis County Lieutenant  
25 Ray Rice. He also delivered our Implicit Bias Training earlier

1 this year and got rave reviews on the information and his  
2 presentation. So I'm looking forward to getting back this  
3 afternoon and catching the second half of his training. This  
4 fundamental training reinforces our officers' responsibility to  
5 safeguard the Constitutional rights of all community members,  
6 whether Ferguson residents or anybody who may be traveling  
7 throughout our community.

8 Later this month, we will conduct the Stop, Search  
9 and Arrest training. That includes role-playing scenarios.  
10 And we will have participation from community members. And  
11 this training is delivered by Attorney Matt Brown. This is  
12 really critical, because we are actually putting officers in  
13 situations where they are forced to think like they are in the  
14 minute through the training. So I'm looking forward to that.

15 We also have Use of Force training for all of our  
16 officers. That is scheduled on October 28th through 30th.  
17 That will be delivered by retired Colonel K.L. Williams. And  
18 this is another training that consists of role-playing  
19 scenarios. So there will be plenty of opportunity to be very  
20 interactive. We will have members of the community who will be  
21 observing these role-training events and giving us feedback as  
22 to how not only the quality of the training, but the  
23 information that's conveyed and whether the officers are  
24 applying this information in a practical manner.

25 We also have our Supervisor Use of Force training.



1 That's coming up later in November and first part of December.  
2 The DOJ has approved all of these modules, and the Monitor is  
3 reviewing them now so we -- we anticipate her approval any day  
4 now. No pressure there. I didn't mean that that way, sorry.  
5 But we will get those back from her, and we will begin to  
6 schedule that training.

7 We are also implementing our SARA Model  
8 Problem-Solving training. This is going to be done in two  
9 phases. There is an online and a virtual course that all of  
10 our officers will take. And then there is a supervisory  
11 course. The supervisors will take the same course that the  
12 officers take, but they now have an additional training so that  
13 they can understand how to observe and find those teachable  
14 moments for our officers.

15 Now, as it relates to challenges in training, our  
16 primary challenge remains staffing and capacity. And our  
17 staffing levels have certainly improved, and -- but we struggle  
18 to release officers for full days of training or multiple days  
19 of training without having that impact operational coverage.  
20 The obvious priority is to make sure that we are patrolling  
21 Ferguson and providing the law enforcement and the police  
22 protection that people expect. But we still need to complete  
23 training.

24 And so we are really approaching or trying to  
25 approach training differently. And I've talked to Ms. Stephens

1 about how we can reimagine the delivery of training so that we  
2 can make sure that it's more cost-effective so that we can do  
3 it in a more deliberate way that we don't have to have officers  
4 off the street at eight hours at a time or four hours at a  
5 time. So we're looking at expanding our virtual and hybrid  
6 learning. We are developing an AI-based training library that  
7 is based on the approved training curriculum. And we are  
8 increasing the train-the-trainer opportunities so that we can  
9 deliver consistent instruction in smaller, more flexible  
10 segments. So they may not have to be in a training class for  
11 eight hours or four hours. Maybe we can do them in two-hour  
12 bites because we have the capacity in-house to schedule  
13 in-house more frequently.

14 So we are seeing positive results from our training.  
15 Our officers are demonstrating a greater understanding of  
16 Constitutional standards. They are showing more measured  
17 decision-making. And they are improving in their  
18 communications in the field. So training, in terms of culture,  
19 is no longer viewed as a compliance requirement, but it's part  
20 of our professional identity and our commitment to excellence.  
21 And that is a huge shift for us, because before it was, "Oh, I  
22 have to go to training." And now it's, "How does this make me  
23 better?" And it's a great impact for that, and I'm happy to  
24 see that.

25 The other thing I want to talk about today is

1 community engagement implementation. We already know all about  
2 National Night Out. I'll probably mention it again. But  
3 implementation in this area has been steady. And we have  
4 continued to roll out various components of our community  
5 policing and the crime prevention plans. We have a strong  
6 emphasis on building trust and strengthening relationships,  
7 particularly in those areas of Ferguson, where those  
8 relationships have been historically strained, like our  
9 apartment communities, or those relationships have been  
10 nonexistent.

11 One of the recent highlights was the community  
12 appreciation event at Renewal Heights. People will know  
13 Renewal Heights as the old Canfield Apartments. And while the  
14 name has changed, the communities significant to Ferguson and  
15 to the world remains. The property owners and the management  
16 team have been working closely with City Manager John Hampton  
17 on code enforcement. He has been very helpful in supporting to  
18 them. They are trying to improve the physical and social  
19 environment of the complex. And the Ferguson Police Department  
20 has supported this effort. We have increased patrols. We have  
21 visible role calls in the area. And we have consistent  
22 communication with management as they seek to improve the  
23 apartment complex.

24 At the recent community event, FPD provided games.  
25 We provided branded giveaways and treats. But we also shared

1 information on recruitment, because we haven't done recruitment  
2 efforts in some of those apartment complexes. And we wanted to  
3 intentionally focus on that. And we also recruited for our  
4 explorer unit. So we had a bunch of young people out there who  
5 now know more and have a better understanding of the police  
6 department because of that engagement with the officers who  
7 attended that event.

8 In terms of challenges in this area, we,  
9 particularly in our apartment complexes, our biggest challenge,  
10 of course, is organizing a stable tenant and neighborhood  
11 associations. We are working very diligently. We have a new  
12 member of our community development team. Ms. Carmen has  
13 reached out. She wants to be very intentional about helping us  
14 with that community. Many of the residents in the communities  
15 are more transient. The management teams are still trying to  
16 develop consistent strategies for addressing that. However, we  
17 are encouraged by the work that we are seeing. And so we are  
18 excited to be partners with our apartment communities. And we  
19 understand that organizing neighborhood associations will look  
20 different than they do in our long-established neighborhoods.  
21 But that is something that we have to accept and just deal  
22 with, with persistence. We have to view it as a marathon and  
23 not as a sprint. We have to get over that divide of the "us  
24 versus them" when it comes to our renters and leasing, and  
25 those who are leasing in the Ferguson community.

1           So we are already seeing some meaningful progress in  
2 terms of our efforts around community engagements in our  
3 apartment communities. We have more requests for police  
4 participation in apartment events. Later this month, we will  
5 support community -- a community picnic at the Park Ridge  
6 Apartments on Sharondale. Now, this is an apartment complex  
7 where we historically had a lot of service calls to the Park  
8 Ridge Apartments. But them inviting us out to have this  
9 community event and be a partner with them and their neighbors,  
10 this is the second year that they have been -- that we have  
11 been invited to do that. That's great progress.

12           We also have had a situation at Park North  
13 Apartments. We recently had back-to-back homicides in that  
14 community. As a matter of fact, the apartment manager herself  
15 was a victim of violence while trying to assist some neighbors.  
16 So we have been very intentional about blanketing that  
17 community with law enforcement presence, not to occupy the  
18 apartment complex, but to show and bring resources, whether  
19 it's food or resources for juveniles, social work, mental  
20 health resources. We are doing that at the Park North, and we  
21 have seen -- we have been received very well in that community.

22           Chief Doyle recently met with the management and  
23 maintenance staff at the Versailles Apartments. This is a  
24 community that is in close proximity to the Canfield  
25 Apartments. And they have long struggled with tenant turnover.

1 Many of the units have been vacant and have been prone to  
2 crime. But they are under new management. During the meeting  
3 with Chief Doyle, they told us they are at 70 percent occupancy  
4 now. They have been working with Chief Doyle on code upgrades  
5 and things that they can do to make the community more safe,  
6 whether it's lighting and other things that they are doing.  
7 And we have developed a targeted crime prevention strategy for  
8 that apartment complex.

9           So I'm just sharing with you so you can understand  
10 how intentional we are being with that community. And that is  
11 part of our community engagement strategy, yes, but it's also a  
12 part of community policing as a whole in ensuring that we have  
13 those quality interactions with people.

14           I also want to note that the Ferguson Police  
15 Department jointly hosted a very well-received town hall  
16 meeting on racial disparities in the juvenile justice system.  
17 This was presented by the St. Louis County Family Court. And  
18 members of the county court, including -- including the  
19 director, are also members of the chief's Community Engagement  
20 Council. So we had a couple of different command staff and  
21 officers attend that town hall. Mayor Jones was at that town  
22 hall. We had, I think, Councilman Franklin also attended at  
23 town hall. The information was shocking, but it was  
24 information that we needed to receive, because FPD is  
25 increasingly being out on calls that involve juveniles. And we

1 need to figure out how we can work better with the St. Louis  
2 County Court, Family Court, to try to have some intervention  
3 efforts. So we were pleased to host that.

4 I also want to note that we officially have begun  
5 our Force Review Board. That is required as a mandate in the  
6 Consent Decree. This is a three-member board, and it  
7 determines whether certain use-of-force incidents are  
8 consistent with FPD policy, the law, and it evaluates all  
9 use-of-force incidents from a tactics, training, policy,  
10 equipment, and officer safety perspective. We have an  
11 orientation with Chief Doyle coming up real soon. And then we  
12 will introduce those members to the CRB, because even though  
13 they have different responsibilities, it's really good to have  
14 that synergy and have that interaction to have them know each  
15 other. So we will be doing that very soon. Captain Harry  
16 Dilworth is a member of that three-member board. Lisa Stephens  
17 is a member of that board. And we have retired FPD Captain Dan  
18 DeCarli, who is also serving on that board.

19 And as you have been invited to National Night Out,  
20 that is tonight. I'm excited to National Night Out because we  
21 really started to put together a more formal program last year.  
22 We had, I don't know, three or four neighborhoods participate.  
23 Tonight we have eight neighborhoods participating in National  
24 Night Out, spread across the City of Ferguson. So I'm really  
25 excited about doing it, probably more excited than I should be.

1 But I'm excited about National Night Out tonight because we  
2 have three new entities that are hosting events and one that  
3 hasn't hosted in years and has decided to do something. So I  
4 think that speaks volumes to the work that we are doing to try  
5 to cultivate those relationships under community engagement.

6 And then I want to talk about our internal Consent  
7 Decree management. In terms of implementation, since our last  
8 appearance before the court, much of our focus has been on  
9 preparing for the Monitor's Semiannual Report, which we may  
10 talk more about later. And we have been competing what we call  
11 those crosswalk audits of the various aspects of the Consent  
12 Decree. The Monitor assembles subject matter experts. They  
13 meet with us. And we go through those crosswalks or compliance  
14 findings. And I have the opportunity to provide the  
15 information and explanation that will help us with any of the  
16 ratings or providing the additional information that they need  
17 in order to find us substantially compliant in those areas.

18 So we have done several of those and just gone line  
19 by line, discussing where we are, what needs to happen in order  
20 to bring us into substantial compliance. The process was  
21 thorough; it was collaborative and very constructive. So I am  
22 now working very closely with our team to assemble any of the  
23 information that we need, where we found either not yet  
24 implemented or a partial compliance. And in those few, very  
25 few areas, where we reviewed where we were not in compliance.



1     Wanted to make sure that we provide the additional information  
2     so that we can be evaluated again in that area.

3                 So I am confident that with the additional  
4     information that we are preparing, and we will move several of  
5     those areas into full compliance very shortly.

6                 In terms of challenges, our challenge now is to  
7     close the remaining gaps efficiently. We are trying to  
8     maintain the quality and accuracy of the evidence that we are  
9     providing to the Monitor. And this process requires careful  
10    coordination between a lot of different departments, from HR to  
11    training, working with our command staff. It's not just  
12    something that I have in a file somewhere. And so we are  
13    working as a team to make sure that we don't leave any question  
14    in terms of whether or not we are compliant in any particular  
15    category.

16                I would be remiss not to highlight one of the most  
17    meaningful outcomes of our Consent Decree work, as we are  
18    talking about compliance. And that is the transformation of  
19    our municipal court. A lot of the attention tends to be on  
20    Ferguson Police Department. And I have to correct people  
21    often. The Consent Decree is not with the Ferguson Police  
22    Department. It is with the City of Ferguson. And it  
23    encompasses many areas, from municipal code reform to municipal  
24    courts to the Ferguson Police Department.

25                What has happened in our courts is nothing short of

1     astonishing. And I am so proud of Court Administrator Michelle  
2     Richmond, her team, our judges, the attorneys who are working  
3     with her, the DOJ, the Monitor, everybody working together,  
4     because we have so close to having municipal courts in full  
5     compliance. And so the abominable practices that were  
6     identified in the original pattern and practice investigation  
7     no longer exist. And today, our courts are transparent. They  
8     are fair. They are accessible to the public. And while we  
9     have a few administrative refinements to complete, we are so  
10    closely aligned in terms of the jurisdiction with St. Louis  
11    County court, the stringent requirements in the state of  
12    Missouri, the court oversight and management, and, of course,  
13    in our Consent Decree.

14                 So we have one remaining thing to finalize. But I  
15    can tell you that I -- I -- this community should be very proud  
16    of the work that has taken place and of the court that has been  
17    created that everyone can be proud of. And so that's a press  
18    conference I'm looking forward to organizing when we can get  
19    substantially compliant for our courts.

20                 So in closing, Your Honor, I would like to thank the  
21    Monitor for hosting a very informed virtual town hall to share  
22    her semi-annual report. Residents have shared their positive  
23    feedback about that, that it was helpful and clarifying the  
24    process. And I also want to thank Mayor Ella Jones for  
25    participating in that town hall. I want to thank Councilman

1 Jamil Franklin for inviting me to come to the city council  
2 following that town hall. I provided them with a summary of  
3 the town hall meeting but also provided them with sort of a  
4 behind the scenes at how these things come together, what the  
5 crosswalks are, how we provide the information, what she has to  
6 review in order to prepare for that semiannual report. And I  
7 am deeply appreciative of Councilman David Williams and his  
8 supportive comments regarding the grasp we have of the work  
9 ahead and the strategies for gaining substantial compliance.  
10 So I really appreciated that, and I wanted to call that out  
11 specifically.

12 So in closing, I do want to reaffirm that achieving  
13 substantial compliance with the Consent Decree requires more  
14 than just completing tasks. It requires discipline,  
15 persistence, and fidelity to the strategies that we laid out  
16 and that have guided our progress so far. We must remain  
17 intentional. And we must be serious about dedicating the  
18 necessary resources, personnel, and the focus to sustain this  
19 work. The reforms were implemented not about temporary  
20 compliance. It's not about who is the mayor, who is the city  
21 manager, respectfully, who is the police chief, or whoever sits  
22 in any seat. It is about putting systems in place that will  
23 stand the test of time and ensuring that we have model systems  
24 that will serve us long beyond those people who are in office.  
25 So I thank you very much.

1 THE COURT: Thank you very much.

2 Mr. Murray, do you wish to say anything here? As  
3 you have heard, everybody is eager to meet you when you do --  
4 are able to be here in person. But I do want to give you the  
5 chance to participate, even though I know you are new to this  
6 case.

7 MR. MURRAY: Yes. Thank you, Your Honor. Everybody  
8 in the courtroom, Your Honor, I apologize that I cannot be  
9 here. I thank you, Your Honor, for allowing me to be here on  
10 the phone. You know, I have been on this case for basically a  
11 week, and the Government shut down two days after I started  
12 working with it. So I can't really say anything much other  
13 than I do look forward to meeting everyone in person and  
14 working with everyone to bring this to a conclusion. It's, you  
15 know, reflective of the hard work everyone has put into it and  
16 the accomplishments that are already starting to be shown and  
17 will continue, I'm sure, to come from this effort.

18 THE COURT: All right. Thank you, Mr. Murray. And  
19 like I say, we look forward to seeing you in person, as soon as  
20 possible, and certainly by the time of the next quarterly  
21 meeting.

22 MR. MURRAY: Thank you.

23 THE COURT: Surely we will have an open government  
24 by then, I hope.

25 MR. MURRAY: I hope.

1 THE COURT: Ms. Tidwell, for the Monitor.

2 MONITOR TIDWELL: Thank you, Judge. I want to just  
3 start off by thanking the community members who took the time  
4 to come here today and for their thoughtful comment. As usual,  
5 Ms. Washington has taken the center stage and has summarized  
6 most of the things that I was going to talk about and has said  
7 them better than I could ever say them. So I'm not going to  
8 rehash everything. I'll simply highlight a few areas.

9 As Your Honor stated, our most recent status report,  
10 semiannual report, was filed in August. It included compliance  
11 assessments for Sections 3 through 12 of the Consent Decree, as  
12 well as the findings of recent audits. I and other Monitoring  
13 Team members presented the report at a virtual town hall  
14 meeting in September. And we appreciate the community members  
15 who attended.

16 As the report detailed, the City has achieved  
17 substantial compliance in most areas that we reviewed, as it  
18 regards to policy development and role call training, leaving  
19 multiple areas ripe for compliance assessment through auditing  
20 this fall. Monitoring is currently preparing audit notices for  
21 the parties to review in a number of areas.

22 I want to talk briefly about the community policing  
23 and engagement audit, which we hope to complete this fall. By  
24 its nature, the community police and engagement audit in those  
25 areas, by the nature, require a more holistic approach,

1 encompassing data from multiple sources as well as  
2 on-the-ground interviews of multiple stakeholders. It's not as  
3 simple as you look at policy and review body-worn cameras  
4 footage or you look at use of force. It's really, as  
5 Ms. Washington said, how is implementation working, how is the  
6 relationship between the police and the community, how is it  
7 unfolding, what various stakeholders are being engaged, what  
8 areas that were historically not at the table, how are they  
9 being brought in. What are the efforts to do that,  
10 particularly in transient communities where you -- it's hard to  
11 sort of get a static sort of group of people who have been  
12 working with the police for a sustained period of time.

13               So Dr. Anderson, our lead monitoring subject matter  
14 expert on the Monitoring Team in that area, recently met with  
15 the parties to begin development of an agreed-upon methodology.  
16 And proving instructive in the preparation of that methodology  
17 was an unexpected and substantive discussion with the  
18 community, including Mayor Jones, during our most recent  
19 virtual town hall. So we appreciated everyone's input. And  
20 Dr. Anderson and I will work closely with the parties to refine  
21 the methodology so that it fairly credits the City for  
22 achievements in compliance with both the letter and the spirit  
23 of the Consent Decree's community engagement provisions. And  
24 we hope to circulate a draft of that audit notice sometime next  
25 week, but I just wanted to say thank you to Ms. Washington,

1 Mayor Jones, and the other community members who are really,  
2 really instrumental in helping us understand from a historical  
3 perspective the work that has been done to date in community  
4 policing and engagement and the path forward.

5           Among the other areas for auditing this fall,  
6 notices are also in develop for -- development for Stop, Search  
7 and Arrest, First Amendment, and Use of Force. I want to talk  
8 a little bit about training. And again, not only  
9 Ms. Washington, but also Mr. Mueller and Mr. Noll were ahead of  
10 me on this. But I'll forge ahead nonetheless. In reparation  
11 for today's hearing, I revisited my remarks from the  
12 October 2023 status conference. And at that hearing, with  
13 regards to training, I reiterated, quote, "the need for the  
14 City to determine a path forward for the building of its  
15 training program. Without a comprehensive plan for training  
16 delivery, the City cannot achieve substantial compliance with  
17 the Consent Decree."

18           That hearing, of course, predated the arrival of  
19 Ms. Stephens and Ms. Washington. And their arrival, coupled  
20 with the efforts of the Training Committee, Mr. Mueller, and  
21 others, has enhanced the City's ability -- the City's  
22 capability in this area and evidences why compliance efforts  
23 largely stagnated before their arrival.

24           One example that Mr. Mueller highlighted was in the  
25 use of force and how the training worked -- work processes

1 support overall compliance. In our most recent audits, our  
2 findings detailed how use of force was underreported. I think  
3 in the first audit, it was about 57 percent of the cases we  
4 reviewed where force was used but not reported. It dipped a  
5 little to 43 percent in the most recent audit, but we still  
6 have a finding, a compliance finding of not in compliance,  
7 because there is need for improvement in those areas.

8           In a separate meeting, the DOJ presented its own  
9 concerns about reporting use of force and the use of certain  
10 instrumentalities, that the -- that Chief Doyle and the FPD  
11 received graciously and are now acting upon through training.  
12 So this fall, with this scenario-based training that was  
13 described, as well as the use of force training for  
14 supervisors, the hope is that this focused, evidence-based  
15 training will go lead to better outcomes in subsequent audits  
16 and ultimately substantial compliance. We hope to see  
17 similarly with the body-worn camera that was just completed,  
18 where there were areas, growth opportunities areas for  
19 improvement, that that training, in-service training and  
20 otherwise supervisory training, will help to lift, you know,  
21 the findings and we will see improvement in those areas through  
22 audits.

23           The audits and FPD's work and response to them isn't  
24 about checking items off a list. As Ms. Washington said, it's  
25 about reform. The audits provide a snapshot of compliance on



1 Consent Decree provisions, but the real purpose we hope is to  
2 foster accountability and ownership of needed improvements  
3 through training and reinforcement by FPD through its  
4 development of its own internal assessment protocols. That's  
5 what we are starting to see now. It really -- I couldn't be --  
6 I don't want to seem patronizing, but I'm just so proud of the  
7 work that Chief Doyle and his team and the City has done to  
8 really institute these protocols. They can't do it without the  
9 investment of community members like Mr. Mueller and Mr. Noll  
10 and people like Ms. Butler who consistently come to these  
11 hearings and look for improvement, even though it's slow in  
12 coming. And so I'm just so appreciative of everyone's work.  
13 The Monitor team has been working hard to support those  
14 efforts, but we really can't do it. And, you know, as we have  
15 seen over time, we needed this sort of consistent sustained  
16 effort from within the City in order to see real progress. And  
17 I think we are.

18 As Ms. Washington mentioned, we are working with the  
19 parties on compliance assessments in the remaining Consent  
20 Decree sections, 13 through 21. And that will be a separate  
21 semiannual report or a supplement to the earlier report.  
22 Included within these sections are supervision, recruitment,  
23 accountability, and civilian oversight. As was done for the  
24 first section, once the parties review and approve the report  
25 as drafted or findings, the Monitoring Team will file a report.

1 We hope to do so this fall, but we recognize that the  
2 government's shutdown may impact that timeline. And so we will  
3 continue to work with the parties to get that released as soon  
4 as possible.

5 Based on our initial discussions with the parties  
6 and these crosswalk meetings that Ms. Washington discussed, it  
7 appears that areas such as officer assistance and support and  
8 recruitment are ripe for assessment. And we appreciate  
9 Ms. Washington work in gathering documentation and other  
10 materials to assist monitoring in making that assessment.  
11 Other areas, like supervision, are not as close to substantial  
12 compliance.

13 And I want to talk a little bit about supervision,  
14 Section 13. That section is comprised primarily of provisions  
15 related to the Early Intervention System for police officers.  
16 EIS is a system designed to identify and address problematic  
17 behavior early, before it escalates into serious misconduct or  
18 undermines public trust. It's preventive, not punitive. It's  
19 aimed at improving performance and supporting officer wellness.  
20 Some of the at-risk behaviors that an Early Intervention System  
21 would identify include excessive uses of force, frequent  
22 citizen complaints, or involvement in high-stress incidents.

23 In addition to building community trust and  
24 preventing serious misconduct, flagged behaviors can sometimes  
25 reflect officer stress or burnout or trauma or personal issues.

1 So EIS will allow the department to offer mental health support  
2 to officers as needed, recommend counseling and peer support,  
3 and reassign officers to lower stress duties temporarily. And  
4 as a supervisory tool, it permits supervisors to provide  
5 targeted coaching or retraining, and to monitor the progress  
6 and behavioral changes of their officers, and to intervene  
7 before discipline becomes necessary.

8 The City is working to develop policies in this area  
9 and will determine whether its current vendor benchmark is the  
10 appropriate EIS tracking tool. And the Monitoring Team stands  
11 ready to support the City in that effort and will update the  
12 compliance chart as progress is made in that area.

13 And then lastly, accountability and civilian  
14 oversight, which is the subject of an ongoing audit and will be  
15 the findings from which either preliminarily or final, will be  
16 presented in the Monitoring Team's semi-annual report, the  
17 supplement.

18 The parties have not had an opportunity to review  
19 our preliminary findings, so I don't want to go into too much  
20 detail about the substance of those, but I can offer a few  
21 highlights. The audit was led by Julio Thompson, the  
22 Monitoring Team's lead subject matter expert in this area. The  
23 audit period was 2019 to 2023 and included a review of 17  
24 investigations, seven internal investigations and 10  
25 investigations of community complaint. For those community

1 complaints that are referred to the CRB, pursuant to the City  
2 ordinance, the Monitoring Team's review included an assessment  
3 of the workflow between the police department and the CRB.  
4 That analysis revealed that the CRB is carrying out its duty  
5 under the Consent Decree to review and assess FPD's policies  
6 and procedures, as well as Mr. Noll alluded to, training plans  
7 and curriculum, and to make recommendations for modifications  
8 as needed.

9           One example of the CRB's work arose from a complaint  
10 of discourtesy, or rudeness by an officer. Because the  
11 incident was captured on body-worn camera, the question of  
12 whether there was a policy violation was clear. None of the  
13 officer's actions could fairly be characterized as rude.  
14 However, rather than leave it there with a not sustained  
15 finding, the CRB noted other aspects of the investigation that  
16 signaled room for improvement, such as an unjustified two-week  
17 delay in starting the investigation and the need for IA, for  
18 internal investigators to develop a standard outline or a  
19 script for telephone calls to complainants, so as to ensure  
20 consistency throughout and respectful communication.

21           So the CRB's work goes beyond whether they agree or  
22 disagree with the ultimate finding, but where they see areas  
23 for improvement or growth, to call that out and for Chief Doyle  
24 to accept and to discuss with the CRB their recommendations.  
25 And I do believe, as Mr. Noll said, them observing some of the

1 training will only help them to make more of those  
2 recommendations or to identify training gaps that go beyond  
3 sort of the allegation at issue, but may speak to other areas  
4 for improvement.

5           As for FPD's investigations, the review revealed  
6 significant improvement in the quality of investigations over  
7 time. From roughly 2022 onward, investigations exhibited an  
8 increasingly improved level of organization, focus, and  
9 accessibility to decision-makers. Similarly, FPD's  
10 investigative practices over that time became more rigorous and  
11 standardized, with more in-depth questioning of complainants,  
12 witnesses, and FPD personnel. It's no coincidence that  
13 Lieutenant Rice was brought aboard around the same time, so  
14 this improvement in the quality and the thoroughness of  
15 investigations will track his takeover of sort of the  
16 professional standards function within the department.

17           Recordings of FPD officials' interactions with  
18 complainants and witnesses consistently showed good to  
19 excellent communication with community members. Intake  
20 personnel and investigators alike addressed community members  
21 respectfully and afforded them a full opportunity to voice not  
22 only their allegations of misconduct, but also how the  
23 officers' actions in question affected the complainants  
24 themselves. In some instances, the investigative interview  
25 alone appeared to grant complainants the satisfaction they were

1 seeking. So just being heard was enough. It was not about  
2 sort of the ultimate finding, which is the essence of  
3 procedural justice. It's about the process and not necessarily  
4 outcomes in all instances.

5 One potential growth area is in the identification  
6 and -- identification and investigation of so-called collateral  
7 investigations. So Consent Decree paragraph 386 requires that  
8 IA investigators take all the necessary steps to fully and  
9 fairly document and investigate when they encountered potential  
10 misconduct that was not alleged in the original complaint. Our  
11 review shows that FPD achieved mixed results in meeting this  
12 standard. On the one hand, the review included several  
13 instances where an inside investigator learned that officers  
14 had committed additional violations, such as failing to wear  
15 their protective vests or failing to activate body-worn  
16 cameras. Such cases when they were identified were fully  
17 investigated and acted upon appropriately.

18 There were other instances, however, in which  
19 investigators did not pursue new collateral allegations.  
20 Consequently, the police department missed the opportunities to  
21 address potentially more serious problems or to demonstrate to  
22 the complainant that their allegations were being fully  
23 considered and taken seriously.

24 Before the Monitoring Team can conclude the IA audit  
25 or the accountability and CRB audit, we will need FPD to locate

1 some supplemental information or, alternatively, to confirm  
2 whether certain records actually exist. Once we complete that,  
3 we will circulate a findings report and file it along with the  
4 compliance assessment in the other sections that I mentioned.

5 And I will conclude there, Your Honor, unless you  
6 have additional questions.

7 THE COURT: I do not. That's comprehensive. I  
8 appreciate it and look forward to the supplement when it comes  
9 in to the other work. So thank you.

10 MONITOR TIDWELL: Thank you.

11 THE COURT: Mr. Carter, do you wish to add anything  
12 else?

13 MR. CARTER: No, Your Honor, thank you.

14 THE COURT: Okay. Thank you. Well, the people who  
15 were here, most of you have been to these hearings before. And  
16 I think it's -- and I know most of you have followed the  
17 progress of the Consent Decree closely. Hearing the progress  
18 that has been made recently -- and really in the last few  
19 years, but especially in the last year -- and comparing that to  
20 where we were a few years ago is astonishing, to use  
21 Ms. Butler's word. It has -- things are moving, and they are  
22 moving quickly. And that is terrific.

23 One of the -- one thing that's really sad about the  
24 current government shutdown is that it does limit the  
25 Department of Justice's ability to review policies, plans,

1 reports. I hope they will be able to do some of that even if  
2 the stay continues. But those are essential steps in the  
3 process. But also, it does not limit the ability of the City  
4 and the Monitor to continue working as normal. And they have  
5 both committed to continue working as normal and move forward  
6 as much as they can. Especially in the time here, where as  
7 noted by everyone here, the City has voted that, you know, they  
8 don't want to renew -- well, they voted to curtail the spending  
9 on this. At least they only limited it to this half a year in  
10 their current budget. That's really a concern because of  
11 the -- how things are moving forward and how I do -- I think  
12 that the people who are working on this day-to-day are seeing a  
13 light at the end of the tunnel. And it's been -- it's been  
14 really good. And I am very pleased to see the work the City  
15 has done, that everyone has -- who has been mentioned here  
16 today has done a terrific job, and they are working very hard  
17 to get these things done. So I do hope things can continue.  
18 And I do appreciate Mr. Murray getting the approval that he  
19 needed from his superiors in the Department of Justice to  
20 participate in this hearing, even though he has been  
21 furloughed.

22               Some of you may have seen that the government -- and  
23 Mr. Murray did file a motion to stay the case. And I do want  
24 you all to know that -- although, obviously, it was filed  
25 specifically in this case, that wasn't something that only



1 happened in this case. All over the country and all over this  
2 court, in civil cases where the Department of Justice or the  
3 United States is a party, and there are things coming out,  
4 motions to stay have been filed. It's a routine practice when  
5 a -- when the government appropriations lapse, as they have  
6 done. However, it's not always granted. In this case, I said,  
7 no, we are not going to stay anything. We will make it as  
8 painless on the Department of Justice as we can and on the  
9 people who do this work, and that's why Mr. Murray was allowed  
10 to be here by telephone. And I really appreciate the  
11 cooperation from the Department of Justice in moving this  
12 forward, even though they are in difficult situation.

13 So I am hoping that the shutdown will not affect the  
14 momentum, because we can really see it happening here. And I  
15 hope for a lot of reasons that the shutdown ends soon.

16 I do want to thank you all for being here and for  
17 remaining interested and active in this process that we have  
18 been going through. Especially I want to thank the City and  
19 its officials and employees for its commitment to the Consent  
20 Decree and for the many improvements that have been made in  
21 their processes. The municipal court -- the changes that have  
22 been made in the municipal court have been extremely good.

23 And I think one of the things that -- and I know  
24 I've said this before. One of the consequences of what's going  
25 on here and what has happened in Ferguson is that the municipal

1 courts all over the state of Missouri have been reformed,  
2 because the City -- I mean, the State of Missouri -- well, for  
3 a lot of reasons. Municipal court reform was something that  
4 had been looked at and considered by a lot of people over the  
5 years, but the momentum for the statute to be changed and the  
6 Missouri law and then for the reforms, and I think Ferguson is  
7 leading the pack of instituting these reforms. And you all  
8 should be very proud. And these were things that, you know,  
9 would have been great even if you had been the only city that  
10 had done these things. But it's even more impressive given the  
11 spillover effect and the way the improvements have come in  
12 other courts.

13 And I tell you this because it's judges in this  
14 court. We have a lot of lawsuits involving municipal court  
15 practices. And especially over the last few years, when -- and  
16 this is not Ferguson. I'm not talking about Ferguson. But in  
17 other cases, other of our local and area municipalities, where,  
18 you know, people were being told they couldn't leave until they  
19 came up with the money and they needed to call their friends to  
20 get the money and things like that. Those things ended up  
21 being in lawsuits. And we have a number of those. And some of  
22 them are still ongoing. And so it's just -- I really  
23 appreciate the changes there.

24 With regard to the police force, I am really  
25 impressed with the dedication shown by Chief Doyle. And we

1 have always -- we have always had people in the police force  
2 who have shown, you know, huge dedication to doing this. And  
3 they are still working, and they are working hard. You know,  
4 Constitutional courts and Constitutional policing are real  
5 things. They are good for our cities. And they are good for  
6 everyone in the United States.

7           There is a lot of talk today in today's world about  
8 what does the Constitution require, and, you know, what's --  
9 how does it protect us? And I think that it's just very  
10 hard to minimize how important following the rule of law and  
11 following the Constitution, both in our courts and in our  
12 policing, and in all aspects of our government, are so  
13 important. And it's not important just because the  
14 Constitution says so. It's important because it's what's right  
15 for the people. It's good for all of us to live under the rule  
16 of law.

17           If you haven't done it so far, even though it's a  
18 little dated and it's done for fourth-graders, you know,  
19 downstairs, we have this judicial learning center which is  
20 meant to tell about things. And the first segment when you  
21 walk in is about the rule of law. It gives little examples  
22 about what it would be like if we didn't have the rule of law  
23 in this country. And I think that that's something that you  
24 all need to remember how important it is, the fact that the  
25 City of Ferguson is recognizing its obligations and doing the

1 things it has done in the past few years. And, yes, it was  
2 slow getting off, and there is many people who can -- including  
3 me, who could bare some of the blame for that. But we are now  
4 really doing that, and so I want to thank you all.

5 But I think that, you know, we are getting there.  
6 And so keep the -- keep the momentum going because this is  
7 really important. Thank you all for being interested. And  
8 that's -- I'm going to close my remarks. I could go on about  
9 the rule of law all day, and sometimes do if you ask people in  
10 my family who have had to listen to me at the dinner table.  
11 But it is -- it is really important. And you all are a major  
12 part of it by your participation in your government and your  
13 participation in the reform. Even if you don't always agree  
14 with one another. That's -- that's going to happen. That's  
15 part of the deal. But I -- it's really important that you are  
16 so involved and want to do -- want what's best for the people  
17 of your community.

18 So thank you all very much. And court is in recess.

19 **(Court adjourned at 11:22 a.m.)**

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1 CERTIFICATE

2

3 I, Lynn E. Bartimus, Registered Merit Reporter and  
4 Certified Realtime Reporter, hereby certify that I am a duly  
5 appointed Official Court Reporter of the United States District  
6 Court for the Eastern District of Missouri.

7

8 I further certify that the foregoing is a true and  
9 accurate transcript of the proceedings held in the  
10 above-entitled case and that said transcript is a true and  
11 correct transcription of my stenographic notes.

12

13 I further certify that this transcript contains pages 1  
14 through 52 inclusive and was delivered electronically and that  
15 this reporter takes no responsibility for missing or damaged  
16 pages of this transcript when same transcript is copied by any  
17 party other than this reporter.

18

19 Dated at St. Louis, Missouri, 8th of October, 2025.

20

21

22 /s/ Lynn E. Bartimus  
23 Lynn E. Bartimus, CRR, CSR, CCR  
24 Official Court Reporter

25