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UNITED STATES COMMISSION ON CIVIL RIGHTS
ILLINOIS ADVISORY COMMITTEE

UPDATE ON UNEQUAL POLICE
PROTECTION IN THE
AFRICAN AMERICAN COMMUNITY

Page 60
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Report

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REPORT OF PROCEEDINGS, taken in the
above-entitled cause, taken before MR. JOSEPH D.
MATHEWSON, Chairperson for Illinois Advisory Committee to
the United States Commission on Civil Rights, taken on the
3rd day of April, 1997, at the Ralph H. Metcalfe Federal
Building, 77 West Jackson Boulevard, Room 328, Chicago,
Illinois, at the hour of 9:00 o'clock a.m.

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APPEARANCES:

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1 HEARING OFFICER MATHEWSON: The Illinois
2 Advisory Committee to the U.S. Commission on Civil Rights
3 will come to order. My name is Joe Mathewson, Chairman of
4 the Illinois Advisory Committee to the U.S. Commission on
5 Civil Rights. With me today are other members of the
6 Advisory Committee. On my right, Tom Pugh, Kenneth
7 Smith. On my left, Faye Lyon, Hugh Schwartzberg, Rev.
8 Dorris Roberts, Mary Bonistalli, and Janie Khoury. We are
9 expecting two other members of the committee Jae Choi and
10 Connie Peters.

11 We are here today to hold a hearing on
12 the police protection of the African American Committee,
13 an update to Committee's 1993 study on the same subject
14 and that's this green covered book everybody here is all
15 familiar with. The proceedings of this meeting are being
16 recorded by a public stenographer and the information
17 received at this meeting will be formally submitted to the
18 Commission in the form of a report.

19 During this hearing no person or
20 organization is to be defamed or degraded by any member of
21 this Advisory Committee or any participant. Any
22 individual or organization that feels defamed or degraded
23 by statements made in these proceedings will be given an
24 opportunity to respond. The Advisory Committee

1 appreciates the willingness of all participants to share
2 their views and experience with the Committee.

3 We are going to maintain our schedule
4 this morning and throughout the day. It is very important
5 for several other participants who are traveling to be
6 here and we will start with one hour allocated to the
7 Chicago Police Department. We welcome Donald Zoufal who
8 is the Chief Counsel of the Police Department. Would you
9 please, for the record, introduce yourself and your
10 colleagues.

11 DONALD R. ZOUFAL

12 CHICAGO POLICE DEPARTMENT

13 I would, Mr. Chairman and members of
14 the Commission, my name is Don Zoufal, Z-o-u-f-a-l. I'm
15 General Counsel for the Chicago Police Department and on
16 behalf the Superintendent and the Chicago Police
17 Department. I want to thank you for the Department to be
18 here to advise the Commission today. I have with me here
19 today a Deputy Superintendent Charles Ramsey who is Deputy
20 Superintendent for Staff Services and Deputy Chief Jean
21 Clark from the Patrol Division, she's a Deputy Chief for
22 Administration in the Chicago Police Department Patrol
23 Division. I'll let them introduce themselves and tell you
24 a little bit more about their background in a few moments.

1 I talked with Mr. Minarik yesterday in
2 terms of our presentation and what we discussed and I hope
3 this meets with the Commission's approval is that we would
4 give you a little bit of a presentation of some of the
5 things that the Chicago Police Department has done since
6 the Commission issued it's report in 1993. We've
7 structured that to be approximately a ten minute
8 presentation per individual and to advise the areas of
9 concern that you had with regards to your recommendations
10 and some of your findings and also some of the issues that
11 were brought to our attention in the letter that we
12 receive from Midwest Director. And, of course, at any
13 time if members of the Commission have questions or
14 afterward if members of the Commission have questions,
15 we'd be more than happy to try to respond to provide
16 information that you require.

17 HEARING OFFICER: That's fine.

18 MR. ZOUFAL: I wanted to start with just a
19 little bit of an introductory statement about the Chicago
20 Police Department. Our mission and our general overall
21 view about the issue of the deployment. After that,
22 Deputy Ramsey will address you specifically concerning the
23 CAPS Program and some of the concerns that the Commission
24 raised with regards to building bridges to the African

1 American community as well as the issue of providing
2 information to the public.

3 I would like to address you then
4 briefly on the issue of the structure of our policing
5 force and some of the constraint that are placed on us in
6 terms of programs to increase the diversity of that force
7 and then Chief Clark will talk a little bit about the
8 issue of beat reallocation and resource allocation within
9 the department.

10 First, just as an overall perspective,
11 I wanted to outline for the Commission the mission of the
12 Chicago Police Department. The Department is going to
13 employ a strategy to address the chronic crime and
14 disorder problems that reflect it's mission statement.
15 The mission of the Chicago Police Department is this: The
16 Chicago Police Department is part of and empowered by the
17 community is committed to protecting the lives, property
18 and rights of all people. To maintain order and to
19 enforce the law impartially. We will provide quality
20 police service in partnership with other members of the
21 community to fill this mission. We will strive to attain
22 the highest degree of ethical behavior and professional
23 conduct at all times. The effective and equitable
24 deployment of police resources is obviously a matter of

1 great concern to the Department and it's the Department's
2 firm belief that the deployment strategies and methods
3 that we've employed continues to be reasonable and
4 equitable throughout all communities in the City of
5 Chicago.

6 The deployment of police officers
7 within the city is based on numerous factors, but racial
8 and ethnic composition of communities that are served by
9 the Chicago Police Department has not been, is not
10 presently, or never will be a factor considered in the
11 deployment of Chicago police officers. On the contrary,
12 the Chicago Police Department is committed to working with
13 all the communities in the city that we serve and that we
14 protect to safeguard the lives and property of all persons.
15 To guarantee all persons fair and equal treatment under
16 the law, and to ensure that all persons enjoy their
17 fundamental right as human beings. This is the policy
18 statement of the Chicago Police Department. The point
19 deploying police officer to maximize their ****is a process
20 I think as Chief Clark will indicate for you and it's an
21 issue upon which police, professional, and academics can
22 disagree as to what actually is the most appropriate
23 strategy. However, researchers and criminal justice
24 practitioners generally do agree that merely increasing

1 the numbers of police officers in an area does not
 2 translate to either a decrease in crime or to an increase
 3 in the proportion of crimes that are solved. The
 4 Department has been fortunate in the years since the
 5 Commission has heard to be able to increase some of it's
 6 resources, but those resources still done kept pace with
 7 the increase in crime that we as a city and we as a nation
 8 face. The Department has moved to a community\policing
 9 strategy and I think Deputy Chief Ramsey will speak quite
 10 eloquently to that strategy and how we've changed and our
 11 approach obviously is to maximizing the use of our
 12 resources, but more importantly than how many police
 13 officers we place in a given area, I think you will see
 14 the strategy of community policing and the strategy that
 15 we're employing at the Chicago Police Department is how
 16 effectively the officers we place in any given place can
 17 be used in communities that they serve. Again, I want to
 18 thank you very much. The opportunity to make this brief
 19 introductory remarks and I turn to Deputy Superintendent
 20 Ramsey, he can tell you a little bit about himself and the
 21 CAPS Program in Chicago.

22 CHARLES RAMSEY

23 CHICAGO POLICE DEPARTMENT

24 Good morning, my name is Charles

1 Ramsey, I'm currently the Deputy Superintendent in charge
2 of the Bureau of Staff Services. That's one hat that I
3 wear. The other hat that I wear is as the project manager
4 for our community policing project in Chicago and I've
5 served in that capacity from the very beginning in 1992
6 when we first began to think about changing our policing
7 strategies.

8 What I want to do today is just kind of
9 briefly give you an overview of the CAPS strategy.
10 Looking at the agenda I see that Dr. Skogan from
11 Northwestern is scheduled to appear before you. I'm sure
12 that he'll provide you with even more information around
13 the progress that we've made since we began this project
14 back in 1992. But let me just start by talking a little
15 bit about the strategy and referring to one of the
16 recommendations. In fact, the first recommendation that
17 you made in your report and that basically covers two
18 areas and that's building bridges to the community, having
19 established some dialogue between police and community in
20 the African American community in particular. And also
21 about sharing information with citizens about
22 victimization, response time, resources and so forth. So
23 I want to cover both of those as part of my brief
24 presentation. Let me start first by making it very clear

1 that what we're doing in Chicago in terms of our new
2 policing strategy is not a superficial effort. This is
3 something that is nothing short of the wholesale
4 transportation of the Department from a centralized
5 incident-driven crime suppression agency to a more
6 decentralized customer-driven agency dedicated to solving
7 problems, working in partnership with the community, crime
8 prevention, and improving the quality of life in each of
9 Chicago's neighborhood. So that is a tremendous change in
10 the way that we look at ourselves and I think that's
11 reflected in the mission statement that General Counsel
12 Zoufal just read to you moments ago when we see ourselves
13 as being part of and empowered by the community and
14 working in partnership with them to solve crimes of and
15 disorder. As I mentioned earlier, we began thinking about
16 community policing in 1992. That was the same time that
17 Matt Rodriguez, as Superintendent of Police that occurred
18 in April of '92. He began discussions with me in May of
19 '92 talking about this whole concept of community policing
20 and in his mind, and which I happen to agree with him, the
21 Department needed to change. Not just superficially as I
22 mentioned before, but make a radical change in order to
23 keep pace with the changing environment that we were in
24 here in Chicago in terms of the crime and the violence

1 that we were experiencing in the city. Booz Allen had
2 done a management study of the Chicago Police Department
3 and released the results of that study in 1992. One of
4 the recommendations that they made as part of that study
5 was that the Chicago Police Department move toward a more
6 community-based strategy of policing. So we took
7 advantage of that report, because it was very consistent
8 with the new superintendent and his ideas about how
9 policing ought to be delivered in the City of Chicago. So
10 we began to develop a strategy. We knew that we needed to
11 develop a strategy that would be for Chicago. Looking
12 around the country at other jurisdictions that were making
13 similar changes, one of the first things we discovered is
14 that there was no one size fits all approach that could be
15 used. We had to develop something based on Chicago, it's
16 unique needs and concerns, both for the Department and
17 also for the community that we serve, all of our
18 community that we serve. So we created our CAPS model.
19 In April of 1992 we operationalized the concept and we
20 started it in five prototype districts. That's reflected
21 in your document as well. In the Englewood district, the
22 Marquette District, the Austin District, Morgan Park on
23 the far south side and, of course, Rogers Park on the far
24 north side of the city were the five districts selected as

1 prototypes. In June of '94, after our experiences in the
2 prototypes, learning more about things that worked, and,
3 more importantly, things that didn't work. In terms of
4 our new strategy, we expanded citywide and the CAPS
5 philosophy is now in place in all states of our police
6 district.

7 Let me just talk real briefly and
8 certainly there's information, lessons learned from the
9 prototype experience and if you'd like would be available
10 for questions and I will be glad to answer any of those
11 questions that I'm sure Dr. Skogan will cover all of
12 those issue when he speaks in awhile. CAPS is based on
13 two key elements; one is partnership with the community,
14 the other is problem solving. Let's talk first about
15 partnership with the community. We have as part of our
16 strategy two formal ways in which we engage the community.
17 One is through beat meetings. I think it's very important
18 in thinking about CAPS to realize that I think one of the
19 keys to the entire concept is the fact that we are
20 focusing our efforts at the beat level. The geographical
21 subdivision of a district that has been the subject of a
22 lot of what you've talked about in your report. We
23 recognize that we needed to have something that people can
24 kind of hang onto that they could identify with. We also

1 knew that we had to have something our police officers
2 could identify with and where we could fix some accountant
3 for a particular place that they were responsible for.
4 And in the old policing model we didn't have that kind of
5 account and because we were so incident driven;
6 officers came to work and basically responded to 911 calls
7 and wherever the radio basically told them to go is where
8 they went. Now we needed to change that focus and that
9 focus was on the beat. We decided to hold monthly beat
10 meetings in each of our 279 beats. This is the time when
11 the officers assigned to the beat meet directly with the
12 community residents and the business people that either
13 live on or work on that particular beat to discuss the
14 questions of crime and disorder that they're concerned
15 about. Now, that's something that's unique to Chicago.

16 One of things that we found when we
17 began the project was -- and we did a survey of our
18 officers -- only seven percent of our police officers had
19 ever even attended a community meeting. Now we're asking
20 them not only to attend, but to facilitate a meeting with
21 the community. Have that direct one on one contact, get
22 to know the people that you serve. That is a strong
23 effort towards building those bridges that you referred to
24 earlier. The second way in which we interact on a regular

1 basis with the community is through a district advisory
2 committee. Every single district, all state districts has
3 now in place a district advisory committee. The district
4 advisory committee is there to take a more global look at
5 the crime issues in that particular district. What are
6 some of the underlying causes of the problems involving
7 young people for an example? What are some of the kinds
8 of alternatives we can provide to keep these people out of
9 trouble. They formed subcommittees around these issues.
10 A court advocacy is another subcommittee where those
11 arrested are made around particular issues of concerning
12 to the community. These folks come to court with us and
13 they track those cases through the court system. If it's
14 a problem building, they do the same thing in a problem
15 building. They get involved in the activities of their
16 neighborhood and in trying to improve the quality of life.
17 So those are two mechanisms that we have in place. And
18 I'll leave with you a copy of our directives, training
19 bulletins so forth that we've written since we began this
20 project that lay out in detail roles and responsibilities
21 of our officers and just how the entire strategy works in
22 addition to just meeting. However, we take it a step
23 further. Every beat develops what we call a beat plan.
24 Officers have to sit down and actually develop strategies

1 to address the crime and disorder problems that are
2 occurring on their beat. They do that in partnership with
3 the community. There's a member of the community that
4 serves in a capacity, we call it beat facilitator. It's
5 kind of an informal title that the community came up with,
6 but we could facilitate these meetings. You have a police
7 officer, you have a community member co-facilitating these
8 beat meetings that take place throughout the city. They
9 also participate in the development of the plan. What we
10 look at, the chronic problems, we analyze them, we come up
11 with strategies, some strategies for the police, some
12 strategies for the community. But together we work
13 towards solving the problems.

14 There's a third partner that we have in
15 our model and that is the rest of city government because
16 we recognize the fact that there are many things that are
17 beyond our control to be able to deal with. There are
18 many things in the communities that are more, for lack of
19 a better word, environmental in nature that we don't have
20 a capacity to deal with. For example, abandoned cars,
21 abandoned buildings. A lot of those things that destroy
22 quality of life in neighborhoods, help support criminal
23 activities, yet we don't have a hook in our trunk to be
24 able to tow the car out of there. We need to be able to

1 access city services in a fast matter to be able to get
2 that particular condition corrected. So that is an
3 integral part of our policing strategy. So it's really a
4 three way partnership. Problem solving, problem solving
5 is something that is very much a cornerstone of the
6 policing strategy. We utilize problem solving as when
7 you're talking about chronic crimes. We have always been
8 very good at making arrests. We continue to be very good
9 at making arrests, but arrests alone will not solve all of
10 your problems. For years police have always looked at
11 themselves as being just a law enforcement agency. And
12 the only tool they had at their disposal was arrest.
13 There's an old saying that if the only tool you have is a
14 hammer before too long every problem begins to look like a
15 nail. Well, for the longest the only tool we had was, in
16 our mind, arrests and every problem we encountered we
17 tried to solve through arrest. But to have a lasting
18 impact on crime and disorder in this city, you have to go
19 beyond just that one narrow dimension of what policing is
20 all about and really expand that out. Problem solving
21 allows you to do that again in partnership with the
22 community, taking advantage of all the resources that are
23 at your disposal to deal with crime and disorder.

24 I talked about beat plans briefly, but

1 since developed an information system that provides
2 timely, accurate information to our officers about crime
3 conditions on their beat where they can analyze these
4 conditions and not only do they have access to this
5 information, the community has access to this information
6 as well. We call it ICAN which scans information
7 checked for automated mapping. I will be glad to provide
8 more information on that system to you if you wish. It's
9 a walk up access type system. It requires no computer
10 skills. It is a point and click design with the mouse
11 where you can get at information that you need. Community
12 members are encouraged to come in and use this to find out
13 what are the crime problems occurring on our beat. When
14 our officers go to these monthly beat meetings, we don't
15 just have them show up to field questions, we make sure
16 they come prepared. They come with plans, maps of the
17 crime problems on their respective beat and they pass
18 those maps out to the members of the community so people
19 have a clear picture of what's going on on their beat and
20 can make decisions accordingly as to what issues they
21 consider to be priority that they would like us to work
22 on. So, that is where we're at now in terms of the
23 information sharing that's going on in the departments.

24 Training. Training is essential to the

1 long term success of any strategy. It's the foundation we
2 think for the change that we're embarking upon in the
3 Department. We've put our people through an enormous
4 amount of training which is a huge task in and of itself
5 just when you're talking about the Department because we
6 have so many members. Traditionally whenever we had an
7 in service or training program, it would literally take us
8 two years to cycle every sworn member through the training
9 program holding those sessions on the second shift with
10 limited resources, I mean limited space in terms of the
11 number of people we could bring in at any given time. We
12 changed our training philosophy where we've done a lot of
13 decentralizing of the training. A lot of it is done right
14 at the district and most of our training that took place
15 at the CAPS implementation we literally did an around the
16 clock training on all three shifts. We also extended that
17 just beyond police officers because it's not just the
18 police that need to understand and need to know about our
19 police. We formed a partnership with the Chicago Alliance
20 for Neighborhood Safety and we created what was called the
21 joint community police training project where a community
22 trainer and a police trainer together ****ck tape when to
23 each of Chicago's 279 beat and provided basic problem
24 solving training to the residents on the beat, the

1 identical training our police officers received at the
2 police academy. That again was something unique to
3 Chicago. Now the contract that we had with the Chicago
4 Alliance expired December 31st. In our effort to try to
5 make this part of the structure of the Chicago Police
6 Department, we hired additional trainers, we transferred
7 in police officers to serve as trainer and we created a
8 new community education section within the Chicago Police
9 Training Academy again showing our long term commitment
10 with working in partnership and providing that kind of
11 service to the members of our community.

12 I realize that this is very, very
13 brief. It's difficult to explain something as complex as
14 our new strategy in ten minutes. The purpose was not to
15 give you the real nuts and bolts of the entire strategy,
16 but to give you just a broad overview of what it is we've
17 done since you wrote your document in 1993. I think the
18 changes are significant. Of course I'll be here along
19 with the other members that will be present presenting
20 here before you today to answer any questions that you
21 might have about our strategy. Thank you very much.

22 MR. ZOUFAL: I wanted to take a few minutes
23 now to address some of the concerns that were raised by
24 the Commission's report concerning the racial composition

1 in the Chicago Police Department itself. I could talk
2 more generally about other issues in the Department, but
3 I'm going to limit my discussion here really to the issue
4 of detective, gang crimes, and youth division ranks
5 because those were the ones which were the subject of your
6 recommendations and findings.

7 Just a little bit by way of history in
8 terms of how those promotions were done. They involved
9 examinations in the City of Chicago, like cities around
10 the nation are struggling with the issue of examinations
11 and the examining process. They are the subject of a ton
12 of litigation in this city as they are around the world
13 and I think around the country, at least I think with
14 regards to the detective ranks. We have had some success
15 with regard to increasing diversity in our detective ranks
16 and I can provide you with some of the numbers with regard
17 to that, even in light of limitations that are now imposed
18 upon us by federal law with regard to addressing the
19 issues of diversity. The last exam administered prior to
20 your previous report was an examination administered in
21 '89 for the rank of detective. Detective is what we call
22 a D-2 rank. Patrol officer is a rank of D-1. It's
23 actually a pay grade. The rank of detective is a D-2
24 rank. Gang Crime Specialist is also D-2 as well as a

1 youth officer. The D-1 and D-2 ranks are covered by the
2 collective bargaining agreement between the City of
3 Chicago and the Fraternal Order of Police and that will
4 become important a little bit later with regard to some of
5 the things I need to talk about. But the exam that was
6 given in 1989 by the city was a race normed exam and the
7 city also because we had an adverse impact, to mitigate
8 the adverse impact, it was race normed and there were
9 going out of rank promotions for females and Hispanics
10 with regard to that examination. The Fraternal Order of
11 Police grieved the affirmative action measures which were
12 taken by the city with regard to the '89 examine and that
13 was the subject of an arbitration ruling. It's referred
14 to as the Synecrope (phonetic) decision. I can provide
15 the Commission with the copy of the Synecrope arbitration
16 award and the affirmative action measures adopted by the
17 city were precluded by that award. Subsequent to the
18 Synecrope decision, there was a re-negotiation of the
19 collective bargaining agreement between the city and the
20 Fraternal Order of Police. The city insists and during
21 the course of those negotiations -- and this is back in
22 1990, '89 and '90, on the inclusion of an affirmative
23 action provision. The issue went to an interest
24 arbitration and there was another arbitration decision

1 called the -- referred to as the Rommel decision by the
2 arbitrator. Initially that provision was precluded from
3 the contract. It subsequently was permitted in the
4 contract. So there was -- the city has aggressively been
5 pursuing this issue of, and understood the problems of
6 diversity and the need to increase diversity in it's
7 ranks. After 1991 and the Civil Rights Act of 1991, the
8 city ceased to use race norming because they were no
9 longer permitted to use race norming with regard to
10 examination. The city did, however, negotiate with the
11 Fraternal Order of Police, a measure with regard to the
12 promotions from the D-1 to the D-2 rank which permitted
13 the Department, in addition to those individuals promoted
14 through an examination process, to also include a merit
15 promotion of 20 percent of individuals in any given
16 promotion class into that rank. In 1990, the mayor of the
17 City of Chicago, seeing the problems that we are faced
18 with with regard to exams because in 1989, as I said, the
19 last exam was administered in 1989, was the subject of a
20 federal court lawsuit and that lawsuit is still pending
21 before Judge Lindberg, M-a-j-e-s-k-y versus City of
22 Chicago 89 C 7262. The Mayor, because of problems with
23 regard to that examination and other examinations that
24 were given by the Department, created a task force to see

1 if we could come up with a way to develop examinations
2 that would increase diversity and be consonant with the
3 requirements of federal law.

4 That first task force issued its report
5 in July of 1992 or I think just shortly before the
6 hearings that were conducted by this body -- I think it
7 was August of 1992 -- with regards to the report. That
8 task force made recommendations which were implemented by
9 the City by the Chicago Police Department with regard to
10 the selection of individuals for an, in addition to
11 detective, but for some of the supervisory ranks as well
12 which are made by examination. The city administered
13 another D-2 examination in 1993. One of the
14 recommendations of the first task force or the second task
15 force I'll talk about administered an exam in 1993 that
16 was designed by Jim Rednick Company. One of the
17 suggestions of the initial task force was that the city no
18 longer prepare examinations itself, do the security for
19 the examinations that, all that be contracted out to
20 professional test developers with national reputation so
21 they could draw on -- they can conduct studies and draw on
22 nationwide experiences in preparing this examination and
23 that's what the city did with regards to its D-2
24 examination. That examination was administered in 1993

1 and it's one of the few examinations we've given that is
2 not currently the subject of any litigation. It's the
3 subject of a pending Department of Justice investigation,
4 however we have no reason to believe that that Department
5 of Justice investigation is not going to result in a
6 favorable review of the test. And the investigator, if
7 you want to know, is John Gadzichowski and
8 G-a-d-z-i-c-h-o-w-s-k-i from the Department of Justice and
9 his phone number is: (202) 514- 3834. So if you all want
10 to contact him and find out about that examination, we'd
11 be more than happy to have you do that. But that
12 examination has resulted in some very good results.

13 To address some of the specific
14 concerns that this Commission has. The examination, those
15 D-2 promotions made pursuant to that examination includes
16 on 20 percent merit selection by the Department and the
17 result has been by numbers of individuals promoted to
18 detective ranks by that test. There were two promotions,
19 one in '95 and another again in '91. 21 percent of the
20 individuals promoted to the rank of detective were African
21 American, 16 percent of the individuals promoted to the
22 rank of gang crime specialist were African American and 26
23 percent of the individuals promoted to the youth division
24 were African American. What that did, and one of the

1 primary concerns that the Commission had, and it's also a
 2 concern of the Department because the Department is
 3 concerned about diversity in all ranks in the Department
 4 is that 91 percent of the detective division rank was
 5 white. The result of these promotions has been to reduce
 6 that range to that percentage to 83 of the detective rank
 7 and currently as being white. 11 percent of the detective
 8 rank is now African American and the rank of gang crimes
 9 specialist, 73 percent that that group is white, 19
 10 percent is African American. And in youth officers 72
 11 percent are, white 22 percent are African American.

12 So, the report of the Commission
 13 recognized a problem that had been recognized by the
 14 Department, been recognized by the Department in 1990. We
 15 were struggling with a way to develop a testing procedure
 16 that was going to result in greater diversity in our
 17 ranks. We don't know that we have come up with a perfect
 18 solution to that problem, but we think we've come up with
 19 a solution that has not resulted in litigation which --
 20 and these exams generally result in a stream of litigation
 21 and is one that has worked to increase the diversity in
 22 the ranks that you are concerned with.

23 The City has also, with regard to
 24 promotional ranks and rank of Sergeant and Lieutenant has

1 engaged in a process of trying to create testing. Those
2 tests have also been let to outside consultants. The
3 tests have been develop. The City was generally
4 unsatisfied with the results of those promotional exams
5 that were given to the -- unsatisfied in the sense that
6 they did not work to increase diversity in those ranks.
7 The subsequent task force has been -- was commissioned by
8 the Mayor and other task force report has been published
9 that addresses more specifically promotion to the rank of
10 Sergeant and Lieutenant because the City is still looking
11 for a better way with regard to those promotions to
12 increase diversity in those ranks. So the City is in the
13 process, as I said the examination process is not an easy
14 one with the issue of increasing diversity in light of
15 current restriction of federal law, is not an easy one.
16 It's a process though and I will make available for you a
17 copy of the most current police department promotional
18 testing task force report for your review. I think I can
19 probably find a copy of the other task force report, the
20 1995 task force report which addresses a little bit more
21 some of the issues that are reflected in your piece. But
22 the departments understand the diversity is important and
23 it's making those steps that it can with the requirements
24 of federal law to achieve greater diversity in the

1 detective ranks, in the youth division, in gang crimes
2 area, in the area of supervision the rank of Lieutenant
3 and Sergeant.

4 JEAN CLARK

5 I'm Jean Clark, I'm deputy chief in the
6 patrol division. There's an administrative group. The
7 city is divided up into 25 districts. There are five
8 districts per area, which is an area deputy chief for each
9 one of those areas which coordinates what goes on within
10 that area. My job is to take what happens in all the 25
11 districts and all of those areas and work with the chief
12 of patrol to coordinate that with all the rest of the
13 departments and with other programs that are going on in
14 the city. I wanted to address one of the concerns that
15 you raise in terms of the Chicago Police Department not
16 routinely reassessing it's district deployment with
17 respect to the established formula in terms of
18 restructuring our beat. It's not a routine process and
19 that is by design. It's really not our fault. The idea
20 of restructuring beat is a labor and information intensive
21 process. Our whole structure is based upon the idea of a
22 beat is a geographical subsidy investigation of the city.
23 As you heard, Deputy Superintendent Ramsey talk about our
24 CAPS strategy basic unit thereto which we ask people to

1 identify is this beat. So to change the beat has dramatic
2 effect on what we're trying to accomplish. It is also the
3 unit upon which we draw a lot of data and statistics. So
4 if you keep changing the boundaries of the basic unit,
5 you're talking about doing any kind of comparative
6 analysis becomes then not only difficult, but impossible
7 because you're not comparing the same point. What was in
8 one beat one time will not be in that same beat the next
9 time you go to look at it. Back in '92 even prior to your
10 report the Department looked at ways of deploying it's
11 manpower to the best advantage. Beat reallocation and
12 beat restructuring was one of the options, but it was only
13 one option. It's not the answer to how you fight crime
14 and re-deploying your beat or restructuring them everytime
15 you have a move in crime or population shift is not the
16 best way to address the issue and there was a decision
17 made on the Department's part that what we really wanted
18 to do was change the way our policemen address the crime
19 and as Deputy Superintendent Ramsey mentioned CAPS, the
20 Chicago Alternative Policing Strategy was put into effect
21 and the emphasis was put on the beat officer getting to
22 know the people on it's beat and to work that way. But we
23 knew back in '92 that if we wanted to restructure the
24 Department in terms of beat we were going to be going into

1 this CAPS philosophy which gave the basic unit as a beat.
2 Any time you move a department in a radically new
3 direction, you have to have a game plan that takes into
4 consideration long term effects and to change everything
5 at once I think would have been an abrogation of our
6 responsibility to be sure that we could provide an
7 accountability of safety for the public. It is not as
8 though we can come up with a plan to withdraw from the
9 public, re-group and then go back. We have to know that
10 what we're going to do throughout our plan is going to
11 give the service that we're obligated to provide. So, in
12 '92 we made the decision that we would go with the
13 implementation of a new strategy. We knew that coming up
14 in the future was a move from our old 911 system to a
15 radically new 911 system. We have a system now in place,
16 went in there in '95 which gives us information which we'd
17 only dreamed of under our old system. This is the kind of
18 information that we knew that we had to wait for if we
19 were going to get into a position where we could make
20 intelligent decisions.

21 Earlier this year we had expected to
22 have a management information system in place which would
23 take all of the raw data that our 911 system was not
24 capable of giving us to give us the information in a way

1 that we could make decisions on it. Unfortunately, we've
2 had problems with the vendor in terms of coming up with a
3 product. We're on the cutting edge of a lot of this stuff
4 so as we come up with problems, we have to invent the
5 solutions. Now, we are hoping to get to the management
6 information stage this year. When that happens on the
7 agenda is taking a look at the beat reallocation and beat
8 restructuring. But we're going to have to see what kind
9 of information we get to be able to say how large or how
10 small or whether that's even something the Department
11 wants to do at that point. Beat restructuring is not
12 something that is routinely done or even lightly taken.
13 It's extremely disruptive to the organization. So, what I
14 want to say is that we are aware of this process. It's
15 something that we were aware of back in '92. We've had a
16 very schematic plan in mind in terms of moving to a
17 strategy that we thought would be effective first. In '93
18 when we employed the strategy, we did allocate new
19 personnel in terms of rapid response cars. So we would
20 have more personnel on the street to answer calls. We
21 then went to a new 911 system. Now we're in the process
22 of getting a management information system that will take
23 the raw data that we get from the 911 system, interface
24 with what we have in our data system, and be able to give

1 us a management report that we can look at and make
2 decisions on.

3 One of the other points I wanted to
4 make though in terms of beat allocation and beat
5 restructuring is that the structure of a beat is what we
6 base the CAPS philosophy on, but the beat officers and
7 you've heard the number 279, there are 279 basic
8 geographical beats in the city, but that's not the total
9 resources that we send out on the street. We have in
10 addition to that, rapid response cars which are more
11 flexible resource. You can have more or less in a given
12 district or even at a given time depending upon the need
13 for those resources. It's much too narrow a view to look
14 at the number of beat officers per population or per
15 crime. I'll just give you an example. If you look at the
16 first district, it has one of our lowest populations and
17 yet it has an great many officers. That's because if you
18 come down here during the day you're in the first
19 district, you have more than a million people. Whereas at
20 night that population is going to drop substantially.
21 Where in the 19th district you have a rush street area,
22 Michigan Avenue, you have a lot of entertainment and
23 retail there. You have visitors coming in from all over
24 the world, from the suburbs. The city has a

1 responsibility for public safety around the clock. Not to
2 address those issues with manpower would be something that
3 we would be remiss if we didn't do. The same thing with
4 the crime problems. Crime is just one of the things we
5 have to look at when you address where you're going to
6 deploy people. We have the basic beat structure and
7 patrol. In addition to that, we have the rapid response
8 cars which are cars that you can deploy different numbers
9 of at different times, but that's just the patrol
10 division, that's where I come in, but there's other
11 resources in the Department besides the patrol division
12 which are cars that are out on the street from the Bureau
13 of Investigative Services. There are detectives that are
14 out there, gang crime specialists, youth officers, auto
15 theft detectives, bomb and arson people, from the
16 organized crime division people. You have people who are
17 assigned to narcotics, prostitution, these are plain
18 clothes people, gang crimes officers who are out there
19 over and above what we deploy in the actual beat
20 structure. Part of patrol also has special operation
21 sections which are people who are in uniform but can be
22 mobilized to perform missions in any given area. They're
23 usually requested by district commander for their district
24 for specific purposes and they go in and do all, any

1 number of different programs to address the problem that
2 they're asked to do. We have in terms of the coverage
3 that we give particularly to the Afro American community
4 that you're concerned about, we also have the public
5 housing section which is our officers assigned to public
6 housing which are in about 83 percent of the people that
7 they serve would be Afro Americans living in the public
8 housing section. In addition of course, CHA, which is not
9 Chicago police per se, but there is that other police
10 force which is working in areas that are predominantly
11 Afro American.

12 What I'd like to close with is that we
13 had this decision to come up with a strategy to work with
14 the beat structure as it is now and to see how this
15 strategy worked in terms of providing the service that
16 we're required to do. And I would like to say that in the
17 last few years since this Commission last met, crime
18 overall has decreased in the city. Violent crime, which
19 this Commission is particularly interested, has also
20 decreased. City-wide the rate of decline has been 19.9
21 percent. In the areas that you're most concerned with,
22 the Afro-American districts the rates of decline for
23 violent crimes has been 17.2 percent. So, it's actually
24 been greater than the city-wide average. We think we have

1 a long way to go in terms of making these statistics even
2 better, addressing the crime and disorder problems as well
3 as the bigger problems, but we think we made decisions
4 that worked first with how we were delivering those
5 services and we have a game plan now that is going to
6 keep measuring that progress. We're taking the management
7 information system which we hope to have on line very soon
8 and then take a look at the beat structure and beat
9 allocation. But look at all the other things we are doing
10 and deciding what is the best way to bring what we think
11 has already been a success to be an even greater success.

12 CHAIRMAN MATHEWSON: I'd like to ask first,
13 this is very helpful and yes, thank you for gathering all
14 of this information and we welcome any documentary
15 supplements or elaborations that you can give the
16 Committee. One of the conclusions of this Committee, as
17 you know in the earlier report was that the African
18 American community was being under patrolled as it were
19 compared on a population basis and on an especially on a
20 per crime basis versus other areas of the city. Can you
21 bring us up to date on that?

22 MS. CLARK: One of the things that he
23 mentioned that looks at just the officers that are
24 assigned to a district in the area and besides that there

1 are a lot of other resources with special operation
2 sections, public housing, public transportation, plus all
3 of the detectives and all I can say that within like
4 special operation sections they have the district where
5 you picked out where there were predominantly Afro
6 American neighborhood, we give 29 percent of our resources
7 was directed to those districts in the last two years. So
8 it is -- they're getting -- when they request -- the
9 district commander gets requests from the communiy members
10 now through the CAPS process or from the alderman or from
11 community groups that are concerned about a problem, they
12 end up having missions. So, in addition to the police
13 that you're talking who are assigned to that district, you
14 have an enormous response from the Defendant from gang
15 crimes from narcotics from SOS who will go to those
16 districts.

17 So, in terms of saying how many people
18 you have on a given day, you're going to have more police
19 officers in areas that have more problems because they're
20 requesting them, but it's mission-oriented rather than
21 just you're going to have X number of officers on X number
22 of days without any input for what they're there for.

23 CHAIRMAN MATHEWSON: How do you quantify
24 that? You say 29 percent of the police department's

1 resources are devoted to the 7 problem districts. When
2 you say resources, is that beat officer plus this overlay
3 on specialist officers?

4 MS. CLARK: No, on that I was only giving you
5 the figures on the special operation section. Also that
6 was taking all the missions they done for a year and
7 looking at where they had their missions deployed. I
8 don't have the number to tell you that within on which day
9 from all over the department on all the different
10 resources which would be many districts. But see that's
11 one of the things with the management information system
12 once we get the 911 system, we will now have a lot more
13 information that we will be able to deal with.

14 CHAIRMAN MATHEWSON: I guess what we would
15 like to see from you is what amounts to an update of the
16 table that we presented in the report several years ago
17 showing crimes and officers by district as crimes reported
18 and calls and officers assigned by district. And if the
19 proper way to interpret the efforts of the police
20 department is maybe include the overlay of these
21 specialized officers the time and resources that they
22 devote to the districts. It sounds like you have such
23 figures. I gather that's what we'd like to see.

24 MS. CLARK: Actually I think I was saying we

1 hope to have that information when we get the management
2 information system, this 911 system gives us a lot of
3 information that we never had before. We're now trying to
4 interface that with the hard data system departments.
5 Okay, right now there's been a delay in being able to do
6 that because of a vendor problem, but in order for us to
7 be able to take that information and to make comparisons
8 to give you some kind of management information rather
9 than raw data, we don't have that at this point. All I
10 can tell you is a list of missions and it's extremely
11 labor-intensive and it doesn't really give you a true
12 picture, but I don't want to get into a point that we're
13 saying this number of officer per population or this
14 number of officers per crime is the answer to addressing
15 the probable cause. That's only a very, very small part
16 of it. The weight of the work flow which is based on
17 crimes, starts at crimes, but it takes a whole lot of
18 other things into consideration before you decide what
19 your deployment is going to be and that simply takes care
20 of the district complement.

21 So, what you're asking for is something
22 that we hope to be able to provide, but we're not at a
23 point now where we're able to do it.

24 CHAIRMAN MATHEWSON: Well, can you do this in

1 the interim? Can you give us the basic figures on
2 district officers, beat officers assigned and supplement
3 it whenever this other information about citywide or
4 district-wide resources is available?

5 MS. CLARK: We will give you what we have,
6 although I don't know that it's going to be to the extent
7 that you'd like it to be.

8 CHAIRMAN MATHEWSON: I understand your caveat
9 and we can take it with that understanding, with that
10 condition in mind. But I think we need to start at least
11 knowing how officers are deployed, the regular beat
12 officers are deployed per district, per population, per
13 crime so that we can have something to compare with what
14 we found. We're asking these questions in the beliefs
15 that these really remarkable changes that you've initiated
16 in the last several years are going to show probably quite
17 a bit of change from that time and frankly we called this
18 meeting and we addressed this subject because we wanted to
19 hear this update from you and we think that's an important
20 element of it and we'd like to have that even if you
21 consider that it is incomplete. You can make it clear in
22 the way you report or present those figures. But if you
23 -- we feel it is important to have that breakdown of the
24 region officers assigned. You can make the point that

1 you've made anyway. You want it in writing and we hope
2 that when the management information system is producing
3 what you want, it shows how additional resources above the
4 beat level or above the district level are being deployed,
5 will you share that information with us? It's going to
6 tell an interesting and important picture, hopefully a
7 favorable picture that recommends a considerable change in
8 what the committee concluded in the earlier report.

9 Also, do you currently have as a
10 department head in the past some kind of deployment,
11 officer deployment strategy or formula statement, policy
12 that the Department operates under in assigning officers.
13 I believe there has been such a statement of policy or
14 statement or strategy or formula in the past or if there's
15 such a strategy or formula in the past, we'd also like to
16 know what that is.

17 MR. RAMSEY: One of the things we've been
18 doing, we've met recently in trying to develop a new way
19 of deploying resources in light of our new strategy. The
20 old one was basically centered around the calls for
21 service types of crime being committed, things of that
22 nature that were taken into consideration. That's no
23 longer appropriate in our mind because in light of what
24 we're trying to do in terms of community policing, problem

1 solving, freeing up officer's time to engage in problem
2 solving activities and so forth. We've been looking
3 around the country for other departments to see what
4 they're doing in light of the new strategy and basically
5 what we found is that there's not a whole lot out there
6 that is real useful in trying to come up with a new
7 deployment formula. I think what's important in -- I just
8 want to mention briefly here is that I think that in the
9 past we always looked at the numbers of police that we had
10 in a given area and looking at that as being probably the
11 primary factor in controlling crime in a given area. What
12 we've really found is that that's really only a part of
13 the puzzle getting community members involved, getting
14 these other people involved in dealing with the same
15 issues really has a greater impact. The proof of that is
16 that during the times as you released your study until now
17 we've not changed our beat structure. We've not made any
18 major changes in terms of re-deployment, yet the rate of
19 decline of violent crime in the areas, in the districts
20 that you're concerned about has actually been greater than
21 the city-wide average. It's the change in the way we
22 approach crime, in the way we provide policing service
23 that I think has the greater impact rather than just
24 redeployment. That doesn't mean we don't need to re think

1 how we deploy our people because we recognize we've got a
2 new strategy on top of an old system or beat. We're not
3 set up for the kind of things people are doing. Now some
4 of them are just too large geographically and difficult to
5 manage. So we're looking at that. But what are those
6 other factors now that we need to be considering?

7 Community factors, boundaries, things of that nature.

8 We're sitting down and we're starting to discuss that, but
9 lacking the management information we need to be able to
10 make those decisions intelligently is really right now
11 where we're kind of at an impasse in terms of coming up
12 with a new formula, the old one is useless right now,
13 quite frankly, because it was not made for community
14 policing. It was made for the traditional policing model
15 for dispatching calls for service in a rapid fashion. We
16 need to be cutting down, quite frankly, on the number of
17 dispatching not increasing because people need time to
18 engage proactively with the community for problem solving
19 activities.

20 CHAIRMAN MATTHEWSON: Are you saying there is
21 no current deployment strategy?

22 MR. RAMSEY: Not in light of our new strategy.
23 We are still working with what we had in the past that we
24 created way before we even created our community policing

1 strategy. It's not what we need to be looking at now.
2 There are parts of it surely, that are relevant, but for
3 the most part it is of no use in trying to redeploy our
4 people in light of our new strategy. Form has to follow
5 function. We've changed the function of the police, now
6 we need to look at the form. We need to look at the
7 structure of the organization, including the beat and it
8 goes beyond that. We've got to look at our overall
9 structure as well, but in light of the new strategy there
10 is going to have a major impact on this organization from
11 the beat allocation all the way up to just the way boxes
12 are in the organizational chart, quite frankly. We have
13 to re-think the entire structure of the organization and
14 how we deliver services so that we're consistent with our
15 new strategy and we have our resources where they're
16 needed the most.

17 CHAIRMAN MATHEWSON: Okay, Jae Choi, do you
18 have any questions?

19 MS. CHOI: Yes, I do. Deputy Superintendent
20 Ramsey, it seems to me that one of the findings was that
21 the community, African America community it's perceived to
22 be isolated and in order for the CAPS program to work I
23 mean there has to be the sense of wanting to participate
24 and when they feel isolated, how does that work in terms

1 of the CAPS program and in terms of the last two and a
2 half years of experience. Do you find that in certain
3 neighborhoods that their CAPS program is working better
4 because they feel that there's some interaction; whereas
5 in certain neighborhoods they don't feel that interaction?

6 MR. RAMSEY: I think that we have a long way
7 to go in many communities, quite frankly. There are a lot
8 of barriers that have been in place a long time,
9 particularly in minority communities between police and
10 the community residents. I think that Dr. Skogan who
11 speaks next has some interesting information what they
12 found in terms of the evaluation, but one of the things,
13 just very quickly, is that in some of the most crime
14 ridden areas we actually have more participation per
15 capita than we do in other communities where people don't
16 have the same kind of crime problems. They tend to be a
17 little more apathetic. They don't come out regularly to
18 the beat meetings and so forth. That doesn't mean it's
19 perfect. We have some beats where we have a terrible time
20 trying to get people to come out and really participate.
21 It's due to a couple of things. Some of it is distrust
22 between police and communities, you're absolutely right
23 there, but a lot of it is fear. Folks are scared to death
24 to come up and really speak out against some of the

1 activity taking place in their neighborhood and quite
2 frankly in many cases I don't blame them. You have to be
3 sensitive to that. You have to work with them, whether
4 they want to come out publicly, whether they want to call
5 you on the phone, whether they want to use voice mail, it
6 doesn't matter. But we've got to establish those lines of
7 communication anyway we can. We're carrying lot of
8 baggage into this process as an organization. I think
9 historically if you look at relations between police and
10 community, not just at Chicago but nationally their most
11 problem at minority community, we're working towards
12 trying to correct that. It can only happen when people
13 start to interact on a positive note and our officers now
14 are starting to do that.

15 One of the things that I was very
16 encouraged by there was a finding was that over 80 percent
17 of our officers when asked what they thought was the most
18 positive aspect of CAPS, those that the new found
19 relationship with the community was the most positive
20 aspect. I mean that is significant because we're talking
21 about breaking down stereotypes. We're talking about
22 really trying to build trust between a Department and a
23 community. That takes a lot of time and it's not perfect,
24 but we're starting to see that we're making some progress.

1 MS. CHOI: When you say there's a program, the
2 police department making more of a form, certain
3 additional program as that you are putting into place to
4 elevate that trust level.

5 MR. RAMSEY: What we're trying to do,
6 basically a lot of it is we're trying to accomplish
7 through training, some of it just through deed, just
8 through trying to get the message out. I think that I
9 mean we've put on sensitivity training for officers and
10 all those kinds of things, but I really do think that
11 trying to establish trust at some communities. I was born
12 and raised in Englewood, for an example, so I'm a lifelong
13 Chicagoan and even though I've been with the Department
14 since I was 18. I mean there was a part of my life. I
15 was not even associated, didn't think about being a member
16 of the Police Department. I understand how police are
17 viewed at some communities. I didn't particularly have a
18 negative view of police, but I had a lot of people that I
19 grew up with that I knew real well that did. It was just
20 a strained type of relationship. I think time repairs a
21 lot of that. We have a lot of programs that we use in
22 order to try to reach out to people and try to break down
23 those barriers. I don't have a magical answer for that, I
24 wish I did because we've still got some areas. We've

1 still got some beats where the attendance is low.

2 MS. CHOI: Is that predominantly African
3 American?

4 MR. RAMSEY: I would say in the Hispanic
5 community, equally troubled at some of the beats I think
6 in the minority community in general whether it's African
7 American or Hispanic, that's where you tend to find that
8 sort of thing, but I also think that's where we've seen
9 the most progress made from where we started. If you look
10 at the prototypes and look at the findings that came out
11 of Northwestern where we made the biggest strides in terms
12 of citizen perception of quality of police service was in
13 the Englewood district, in the Marquette district, those
14 districts that had historically the most troubled
15 relations. It's not perfect, but it shows that we can
16 make up a lot of ground. We just have an awful lot of
17 ground to make up.

18 HEARING OFFICER: Tom?

19 MR. PUGH: Underlying the criticism in the
20 report of the misallocation of resources to the black
21 neighborhood at the fact that you have so few black
22 detectives, you have so few black officers comparatively.

23 When this report was issued, the
24 superintendent in a letter said that you were 32.7 African

1 and Hispanic percentage on the force. The report it says
2 the Afro American percentage was a little more than 25
3 percent. What are the percentages today, racial
4 composition?

5 MR. ZOUFAL: As to total force, I only have
6 the end of '96.

7 MR. PUGH: That's fine.

8 MR. ZOUFAL: I hope it's close enough. In
9 the rank of police officer, the Department's strength is
10 26.8 percent African American, 10.4 percent Hispanic, 1.2
11 percent other and 61.6 percent white.

12 MR. PUGH: What was the white percentage?

13 MR. ZOUFAL: 61.6 percent, sir. 80 percent
14 male, 20 percent female.

15 MR. PUGH: There's a little advance coming on
16 that point.

17 MR. ZOUFAL: Yes.

18 MR. PUGH: The other question that I had had
19 to do with again the chief's letter mentioning that more
20 than 4,000 officers and had already completed the two day
21 training course in sensitivity and that another 5,000 are
22 scheduled to receive the training. Have we reached a
23 point where every officer in the Department has received
24 this training?

1 MR. RAMSEY: Yes and not only that, we're
2 even reviewing that again to make it even better than it
3 was before. Looking at the whole issue of cultural
4 diversity that to us is an ongoing process, it just
5 doesn't just cycle them through once and think everybody
6 is okay. We've got to continue in that vein and we've got
7 to find different ways of approaching that particular
8 topic. So we're totally revising the curriculum that we
9 use for that. So the answer to your question is, yes,
10 but yes but we've also begun another stage of it now.

11 MR. PUGH: Just an observation I that I would
12 want to make. You need to be careful that you don't fall
13 or that get yourself out on the basic problem of resources
14 going into the black neighborhood as you revamp your
15 attitude and approach towards it. As your statistics
16 indicated there, you can't discount the general addition
17 to the specific neighborhood support in the statistics,
18 however, you need to arrive at a new way of measuring. A
19 new way of measuring what those resources are that do go
20 into black neighborhood where we have terrific problems,
21 you know, as you do revising. If you haven't really
22 changed any of your patrol levels, you know or any of your
23 emphasis, then the difficulties pointed out in the report
24 are still there. The entire city has the additional

1 resources you're talking about and I don't know whether
2 I'm making myself clear, but I mean perhaps there's a need
3 for a new kind of statistic that comes together on the
4 thing that really measures the resources that go into the
5 neighborhood that we're talking about.

6 MR. RAMSEY: We know we have to revise our
7 deployment formula. I would rather think of it though as
8 providing the resources in those areas that are most
9 troubling and unfortunately they happen to be to a large
10 extent African American. But whether it African American
11 or Hispanic or white or whatever it might be that we have
12 something in place that we can appropriately address those
13 particular issues. So I'm sensitive to what you're saying
14 and we're not going to fog over it.

15 MR. PUGH: I didn't misunderstand the point.
16 There has been no real change in the deployment in those
17 neighborhoods.

18 MS. RAMSEY: There has been a change in the
19 deployment. You're looking at numbers, I'm looking at
20 strategies, the way we utilize the resources we have.
21 There's been tremendous change in that particular area.

22 MR. PUGH: I guess we have to use a word like
23 planning. Is the planning?

24 MS. CLARK: We've had increases, too. We

1 have 5,000 more police officers now than we had then.

2 MR. PUGH: City-wide?

3 MS. CLARK: But those would go proportionally
4 to the districts where they have more officers. When the
5 officers are given to the districts to begin with, there
6 are a lot of considerations taken into play and crime is
7 one of them. Population is one of them, but that's one of
8 many considerations. When we've had more people, they've
9 actually gotten more people. When we went to the rapid
10 response cars, the districts that you mentioned ended up
11 getting more rapid response cars than other districts. We
12 didn't begin rapid response cars out equally to 25
13 districts. The district that had the greater problems
14 and many of those were Afro American districts, got more
15 rapid response units. So, the planning levels have
16 changed since '92.

17 MR. PUGH: I don't want to be over simple,
18 but I will be over simple for just a second. I'm saying
19 have you transferred the number of officers out of the low
20 crime neighborhoods to the high crime neighborhood as
21 regular beat people?

22 MS. CLARK: Our transfer system doesn't work
23 that way. That's the only way I can answer.

24 MR. ZOUFAL: I think the way it is, it is

1 misconception. You're talking about regular beat people
2 and know the beat structure. It's 10 18 in terms of beat
3 has not changed, but for example, the addition of rapid
4 response cars; that's a car that is fanning the district.
5 When those were allocated, those were not allocated.
6 Those weren't in place at the time you issued your report
7 and if your question is have we changed the manpower
8 allocation per district. When we allocated the rapid
9 response cars, those were not allocated equally to all
10 districts. So that automatically is going to change the
11 manpower.

12 MR. PUGH: Which is what we're saying.

13 MR. ZOUFAL: The other thing that's not
14 factored in again with regards to the original report and
15 part of that I think is an issue of what information you
16 were provided. But, for example, there's no accounting
17 again in the original report on the issue of our public
18 housing unit. Again, you're looking simply at the
19 district allocation by district officers. Well,
20 automatically with regard to your 1992 report should have
21 added in public housing because public housing is in those
22 districts, but it doesn't count as part of the district
23 allocation because it's in a separate unit. You just got
24 the beat structure. Well those public housing units are

1 manned by Chicago police officers. The public housing
2 units also have CHP police officers which also factor into
3 the police protection. It's police protection in that
4 district, but we don't count it as part of our district
5 law enforcement, that's public housing law enforcement.
6 The same thing as Chief Clark talked about with mass
7 transit. Again a lot of the mass transit activities, the
8 activities of that unit is going to be conducted in a lot
9 of those areas. It's citywide, but it's going to be
10 skewed toward the areas where there are crime and crime
11 problems and the correlation isn't as direct as it is with
12 regard to these public housing units where they're
13 stationed there, they work there, everybody in public
14 housing works in the public housing areas which are in the
15 areas that you have concerns about. And like I said,
16 those weren't counted or allocated in your calculation of
17 what was the manpower originally for that community versus
18 the violent crime numbers.

19 Again, while we have some trouble
20 giving you an exact daily manpower count of how much of
21 the special operations group or narcotics or gang crimes
22 officers are being allocated into these communities. I'm
23 comfortable, you know, I can't tell you a manpower per day
24 so that you can calculate that per crime formula, but I'm

1 comfortable telling you that the allocation of the
2 resources from the gang crime unit, from the narcotics
3 unit and from the special operations group is targeted at
4 these particular communities and other communities,
5 Hispanic community where there are disorder problems. So
6 part of the issue, I guess my concern here is that
7 part of what happened before and what's happening now is
8 there is -- we're not talking on the same level. If
9 you're focusing on the district at beat manpower, and
10 those are numbers that are easy for us to give you. These
11 other numbers are more difficult to give you, but are
12 significant components of the law enforcement that are
13 directed, have been directed at those communities. There
14 have been some changes with the addition of rapid response
15 cars that weren't at place when you meet and decided
16 before that have changed that structure, but there's just
17 a misperception here and because we're talking at
18 different terms and we're looking at different numbers and
19 you're drawing certain conclusions from those numbers that
20 I don't know are fair conclusions partially because we
21 can't give you at the same form to correlate it,
22 information about how we're allocating this other manpower
23 at these areas. But we can look at that.

24 CHAIRMAN MATTHEWSON: Do the best you can, as

1 we said earlier, when you provide the numbers of crimes
2 and calls and officers per district. This is obviously to
3 your advantage as well as to our advantage, to the
4 public's advantage what resources are being deployed over
5 and above the regular beat officers and we hope very much
6 that you will find some way of expressing how those
7 resources are being assigned and allocated and that would
8 be very helpful. Obviously, if you could supplement your
9 testimony here with that information.

10 MR. RAMSEY: I think to get at what you're
11 really looking at in terms of just a district itself, just
12 as a quick example, at rapid response that was created, at
13 Morgan Park which is a relatively low, moderate to low
14 crime area on the south side, received six additional
15 rapid response cars, Englewood received fourteen. That's
16 what you're talking about, not because it's a black
17 district, but because the crime dictated that they needed
18 more resources. So we are considering the crime issues,
19 the amount of resources needed to be able to directly deal
20 with that, not necessarily along racial lines. Again,
21 it's unfortunate that it happens to be, you know, largely
22 at the African American community. But taking a look at
23 the actual number we're looking at the crimes, the kinds
24 of problems people are experiencing and allocating

1 accordingly. But we need to just go beyond those simple
2 ways of looking at things and take into consideration
3 other things at deploying -- coming up with a final count
4 that's going to be useful.

5 CHAIRMAN MATTHEWSON: Kenneth Smith? Faye
6 Lyon?

7 MS. GRANEMANN: Just a comment. I'm assuming
8 -- is it a fair statement to say that it is difficult to
9 quantify until you see a pattern emerging? At this point
10 you're still collecting the information for that pattern.
11 You may find that there are peak seasons.

12 MR. RAMSEY: There are.

13 MS. GRANEMANN: All of these variables go at
14 it. It might be better to do some type of a graph as
15 opposed to giving static numbers. That's the impression
16 I'm getting. You can't allow flexibility and then give
17 static numbers. The two are just opposite.

18 MS. CLARK: We will retain flexibility, I'm
19 sure. No matter what we do, flexibility has got to be by
20 season and by time. It's been there historically and I
21 don't see changing at the future. What I was trying to
22 say at terms of the 911 system is giving us a tremendous
23 amount of data, but most of it is raw data. You get pages
24 and pages and pages of 25 districts. These are the

1 crimes, these are the numbers, these are the response
2 times. You need to have a management information system
3 which allows you to take that raw data and give you
4 meaningful statements about it. Trends and graphs and bar
5 charts are a part of that, but grouping it and being able
6 to see overlays and relationships is what we're missing
7 and that's what we need to have at order to make
8 intelligent decisions at terms of future planning of which
9 beat allocation would be a component.

10 CHAIRMAN MATHEWSON: Hugh Schwartzberg?

11 MR. SCHWARTZBERG: One question, one comment.

12 The question is really, if I may make this through the
13 Chair. We come into this program and to this general
14 problem by virtue of looking at the African American
15 community, it's clear, partly because of things that have
16 been clarified over time, partly because the interests of
17 this Committee are as broad as they are that are, the
18 information we seek is equally applicable to the Hispanic
19 communities and other minority communities and we would
20 appreciate the information to be supplied is not simply
21 limited to the Afro American and you certainly have not
22 limited yourself at the presentation to us and we
23 appreciate that. And at that connection, because we
24 understand that there is more difficulty with the CAPS

1 program perhaps at the Hispanic community than at the
2 African American community, we are particularly interested
3 at what your ideas are as to how that may be cured.
4 That's the request for information. The question. We
5 have been concerned about means of securing diversity.
6 There were a couple of odd suggestions that were made;
7 one, that one aspect of promotion about the willingness to
8 live at a high crime area. The contacts that the
9 particular policemen had at a high crime area. The other
10 aspects which were more likely to move to diversity other
11 than an examination and similarly, the question of whether
12 or not physical prowess, if you will, perhaps related to
13 gender and perhaps related to other things. But again, as
14 a means of increasing diversity, to move away from that
15 ordering of the tests which has come to be all and end
16 all. It certainly was not the way at which policemen were
17 chosen, if you move back a certain amount of time. So
18 that's the question. The third is the comment. We were
19 particularly concerned that as long as allocation of
20 police was performed on a direct relationship to crime and
21 required periodic reallocation as O.W. Wilson insisted
22 upon, it then meant that the high crime areas were more
23 likely to get adequate policing as opposed to other what
24 might be called political considerations. Let's exclude

1 the 1st and the 18th, it's still true that unless there is
2 some kind of formula which can be seen at very abstract
3 terms, the better off communities of the city are more
4 likely to get more policing. This is still a political
5 structure and the comment is that we urge the police
6 force, to the extent that it can, to place within it's
7 structure some degree of formula to ensure that the high
8 crime areas get their, more than their fair share of
9 policing regardless of these other factors. If it is
10 something that is done on a who complains, what Alderman
11 complains, how loud the complaint is and there is no
12 formula, with the best of intentions, the high crime areas
13 are not necessarily long term going to get the adequate
14 policing. That's only a, comment it's only a suggestion
15 made in light of the fact that we are convinced -- let me
16 say this, I am convinced personally that there is a great
17 deal of good faith at this point within the police
18 structure at attempting to deal with problems of diversity
19 and resource allocation.

20 CHAIRMAN MATTHEWSON: Okay. Dorris Roberts,
21 or do you want to respond?

22 MR. ZOUFAL: I guess I can respond first to
23 the issue with regard to the Hispanic community. We will
24 be happy to provide -- I do have the numbers and I'm going

1 concern and that's our commitment. So I think that I'll
2 be happy to provide other numbers with regard to
3 Hispanics.

4 With regard to your suggestion about
5 examinations and diversity and examinations being the be
6 all and end all, I will be happy to provide you with the
7 most recent task force report on promotions. One of the
8 recommendations of the task force is one that's fully
9 endorsed by the Department and one that we want to proceed
10 on is merit promotion in connection with examinations
11 and promotion. We've seen the success when we've been
12 able to promote with regard to the D-2 ranks, the
13 detective ranks of promoting and increasing diversity in
14 our ranks by using a mix of promotional examinations and
15 as well as merit promotions along with it.

16 We are looking at those formulas to
17 increase diversity. As I said, we've had success in the
18 rank that again the Commission has shown the most concern
19 about. We've had good success, not as good and maybe
20 we've looked. We haven't got the decrease in diversity
21 that we like, but we've made significant strides towards
22 accomplishing it. We're looking at that for Sergeant and
23 Lieutenant promotion. We're also looking at the
24 imposition of a promotional academy which would be a

1 course of study after qualifying examinations are given
2 for the development of these ranks. We think that that
3 will help us increase diversity. We are amenable to
4 looking at any suggestion.

5 Now, part of the problem is that under
6 the federal guidelines under the law we have to make sure
7 that any criteria that we're going to select has to be job
8 related. Then we have to have it validated and sometimes
9 things like the suggestion on residency will probably be
10 something that would be very difficult for us to validate
11 at the job relatedness study. Even it would be difficult
12 to conduct the study that we would be required to validate
13 it, although it is not something we'll rule out and we can
14 suggest it because we're in the process of developing
15 criterias of the test. The city is amenable to looking to
16 solutions to address the issue of diversity in the ranks
17 problem. I think you can see that by virtue of the fact
18 that we've again we've adopted the suggestions made by the
19 first independent task force we move the promotion process
20 outside with regard to test development. We're looking at
21 nationally developed tests, looking at what other
22 jurisdictions are doing to develop those tests. When
23 those tests don't achieve for us the things we're looking
24 to accomplish at terms of diversity, we've re-initiated

1 another task force. We will take another look at what's
2 going on around the country and we attempt to change those
3 tests to address the issues that you're specifically
4 talking about.

5 CHAIRMAN MATHEWSON: Let's move ahead. Dorris
6 Roberts?

7 MR. ROBERTS: I pass.

8 CHAIRMAN MATHEWSON: Rosemary Bombella.

9 MR. BOMBELLA: I had a question that seemed
10 that one of the things that was reported was that
11 symptomatic of perhaps the lack of manpower, sufficient
12 manpower, some of the African American community was the
13 issue of response time. You mentioned your rapid response
14 vehicles, but I think that was also one of the statistics
15 that was difficult to get and that is what is the response
16 time? Have we seen an increase at the response times to
17 report at these communities?

18 MS. CLARK: Just a little bit. That is one
19 of the components that's very difficult to get information
20 on. We are now moving towards what's called P.D.T's or
21 actually portable data terminal that's being used by the
22 beat cars. They're receiving the dispatches by radio, but
23 they also receive them via the terminal and they're coding
24 when they receive it, when they're going to the job, when

1 they arrive on the job, when they're through with the job.
2 That's data that we never had before. Once that actually
3 gets into this management information system, we will have
4 a lot more information at terms of response time because
5 we'll have travel time, time that it took to do the job;
6 information that we don't have yet. So, whereas our
7 response time product right now isn't perfect, it is
8 something we're going to have a lot of information in the
9 very near future.

10 MS. BOMBELLA: Do you have any feelings again
11 in terms of what is -- has there been, do you think, an
12 increase in the response time at some of these, some of
13 the minority communities versus what there was in the
14 past?

15 MR. ZOUFAL: Again, I think a lot of what was
16 acted on before and a lot of what we're addressing is
17 anecdotal data. The problem is getting hard data. Anyone
18 who calls up for the police to come and the police aren't
19 there and no matter what time the police arrive, its never
20 soon enough and I certainly would understand that if
21 you're being victimized or you see somebody being
22 victimized minutes seem like hours while you're waiting
23 for the police respond. The problem is for us to
24 accurately be able to capture the time from which a call

1 is received to the time which it is dispatched to the time
2 which, you know, a unit actually responds to the scene is
3 something we can't measure all those components. We can
4 only measure part of the components and that was when we
5 went to the new 911 system. Part of the problem of having
6 engaging in that is not only that we are going to, we
7 thought, increase and enhance our ability to respond to
8 the public, but that we were going to be able to gather
9 the kind of information you're looking for. In other
10 words, what is the response time and unfortunately we
11 thought we would be able to have -- we've been moving on
12 the track that we had set, we would have probably been
13 able to answer that question for you now, but we don't
14 have the management information data to support the actual
15 from the time, you know, the call is made to the time the
16 police officer shows up at your door, how long is that?
17 And then now -- and that's part of the information that
18 would be important in looking at this issue of
19 reallocation. It's part of the information that the
20 Department is seeking, we just aren't there yet.

21 MS. BOMBELLA: I notice you also mentioned
22 the decrease in violent crime statistics and I understand
23 the community policing effort, but how much of that do you
24 actually attribute to community policing versus perhaps a

1 bettering of the economy and; therefore, just a lower
2 crime rate at general?

3 MR. RAMSEY: I think what you have to do is
4 you have to take into account all factors. The bottom
5 line, if we can show any improvement in the quality of
6 life in neighborhoods, it really doesn't matter what it's
7 due to. If part of it is due to the police, part of it is
8 due to things that are outside the scope of the police, I
9 think that you need to have all the time. A variety of
10 factors influence increases in crime, it's not all just
11 due to police response and deployment and so forth. So
12 the same is true when we're talk about decreases as well.
13 There's no way to really say that the decrease is due in
14 part to police, in part to other things and whatever
15 because the total picture we have to look at both when
16 we're looking at crime from the standpoint from increase
17 or decrease.

18 CHAIRMAN MATTHEWSON: Janie Khoury?

19 MS. KHOURY: My question would be this. When
20 you were talking in regards to your beat meetings, I'm
21 just curious if any youth partake in these type of
22 meetings and if not if they don't, if you have any type of
23 like programs for the youth so that it would help deter
24 crime in those neighborhoods.

1 MR. RAMSEY: That's a good question. Not as
2 many as we would like to have participate in these
3 meetings are participating at these meetings. We have sub
4 committees formed in many of the districts trying to reach
5 out to get more people involved. We talk about strained
6 relationship between police and the minority community I
7 think again it is even wider between police and young
8 people and that seems to be across the board, not just
9 limited to the minority community, just tends to be
10 something that happens. Again, that's a challenge in
11 trying to get people more involved and I think that in the
12 long run the younger we get them involved the better off
13 we are because these are the future leaders that we're
14 going to look to both to be community leaders as well as
15 police leaders and private sector and so forth. So, we
16 haven't made as much progress in that area as we would
17 like, but are we aware of it? Yes. Are we working
18 towards trying to improve? Absolutely.

19 MS. KHOURI: Are there any communities that
20 you have worked at with the youth that showed some kind of
21 progress?

22 MR. RAMSEY: The 4th district on the south
23 side is one I think think that you can probably look at to
24 say they've done an awful lot of working with youth there.

1 I don't have any others that come to mind real quickly
2 that have shown anything that significant in terms of
3 making progress. They are all aware of the problem and
4 all actively trying to work -- I don't know Jane, if
5 you're aware --

6 MS. CLARK: The 12 is a district south of the
7 Loop. They have a youth net which is now being used as an
8 example for youth nets across the city which is trying to
9 take city agencies and other private resources to provide
10 places and programs together. So, it's something we're
11 aware of, something we're using as many models and
12 programs that are already out there. We don't want to
13 have to invent everything. We want to use some of the
14 resources that are already out there. Part of the problem
15 is just getting a directory of what's out there and being
16 able to give that to the youth and we are trying to get
17 officers at 25 beat levels through the beat meetings,
18 through school meetings, school officers to get the youth
19 into some of the other programs, not just police programs.
20 Thank you.

21 CHAIRMAN MATTHEWSON: Okay, thank you Chief
22 Clark and Deputy Superintendent Ramsey, Mr. Zoufal, we
23 thank you very much for the time and information that you
24 have devoted to this. We look forward to receiving your

1 responses to the specific questions we asked about
2 district by district crimes and calls and officers and any
3 other information that you can give us that would help us
4 understand better your allocation of resources that are
5 currently to the district.

6 MR. ZOUFAL: I'll leave a copy of the most
7 recent police department promotion testing task force
8 report for your review and also some CAPS material that I
9 brought along with me. I'll give that to Mr. Miniarek.

10 CHAIRMAN MATHEWSON: Fine.

11 MR. MINIAREK: Thank you all.

12 (pause)

13 CHAIRMAN MATHEWSON: Good morning, Mr.
14 Skogan, thank you for coming. Would you please identify
15 yourself for the record?

16 MR. SKOGAN: Wesley Skogan, Professor of
17 Political Science at Northwestern University.

18 CHAIRMAN MATHEWSON: We welcome your
19 statement.

20 WESLEY SKOGAN

21 Northwestern University

22 Well, I'm both prepared to talk usually
23 exactly 50 minutes which is the length of time professors
24 talk or maybe even better answer questions.

1 Let me tell you a little bit about what
2 it is that we've done which may tell you something about
3 what I might be able to answer questions about.

4 We've been conducting an evaluation of
5 the Chicago CAPS program; Community Policing Program, that
6 study that began at 1992. It's been supported by the
7 Chicago Community Trust, the McArthur Foundation Agency of
8 the State of Illinois and the federal government. Now the
9 federal government being the principle supporter of the
10 evaluation. The evaluation is focused on two things; two
11 big major areas, one was the planning and implementation
12 of the program. That is, deciding what the program was
13 going to look like and then trying to put it out on the
14 street and make it work. That's the process evaluation.
15 And then the impact of the program, the impact evaluation,
16 trying to figure out what it's consequences were for the
17 residents of the City of Chicago. We've issued a series
18 of reports over the years; three to date. I've seen at
19 least some of the members of the committee feeling their
20 heft, they're pretty heavy reading, but at the front of
21 the report is a brief executive summary about five pages
22 long which tell you something about the contents. The
23 first year's report talked a lot about the ideas behind
24 the program and the planning of it. The second year's

1 report focused in detail on a prototype districts where
2 they experimented with making the program work in the
3 field and that report provides the best data we have on
4 the impact of CAPS since it was being done only in
5 selected areas and not all over town. We could gather
6 information about other parts of Chicago that we are
7 continuing to receive the same quality and standard of
8 service that they did before and we can compare changes in
9 the test districts with changes in the rest of the city.
10 So that gave us an opportunity to look at differential
11 impacts of the program at different places.

12 Our third report details the expansion
13 of the program from a prototype to cover the city as a
14 whole which was, it's a major enterprise and tries to
15 judge how well the department has done expanding the scope
16 of the program to cover the whole city. So it returns to
17 principally being a process of the evaluation. Next
18 year's report and the year after we hope will extend to
19 the impact of the program citywide, but in our judgment,
20 that's still too soon to tell and in, addition because we
21 no longer have the advantage of having small test
22 districts and then the rest of the city, we'll never be
23 able to speak as definitively about the impact of the
24 program as we could in the second year's report when it

1 was still a question of contrasting the prototype
2 districts with the rest of the city. With the extension
3 to some of the concerns that you've been talking about for
4 the the last hour here today, I thought that if you wanted
5 me to talk a while about the findings of the report, I
6 might focus on the impacts.

7 CHAIRMAN MATHEWSON: We do understand,
8 unfortunately we have not seen these report until this
9 very moment.

10 MR. SKOGAN: And in addition, they will
11 break your foot if you drop it. So you have to be very
12 careful, together they have a considerable heft.

13 CHAIRMAN MATHEWSON: If you could give us an
14 overview of your findings that would be helpful.

15 MR. SKOGAN: The prototypes were picked and
16 by large do successfully represent most of the diversity
17 of City of Chicago. Part of the more heavily Hispanic --
18 there were African Americans of all social classes, whites
19 of a diverse background and probably the only community
20 which was significantly under represented was family
21 high rise public housing. None of the five prototypes
22 included any substantial family high rise public housing.
23 But otherwise, they were diverse and feisty places.
24 Some of them like Englewood, at the time had the second

1 highest homicide rate in Chicago. So they were real
2 places; and second of all, the Department chose to pick
3 whole districts and to deal with them as they were. That
4 is, they weren't staffed by volunteers. They didn't speak
5 special commanders, they dealt with the personnel at these
6 districts as they were as planned at the start of the
7 program and the idea was they were trying to figure out
8 how to make it work in the real world. They thought they
9 might have a real world experimental test. We gathered a
10 lot of data before the program began in the early spring
11 of '93 in the five prototypes and in other parts of
12 Chicago and together they constituted about 60 percent of
13 the total city. We were looking at the impact of the
14 program on people's assessments of the quality of police
15 service, and onto people's assessment of the extent of
16 neighborhood problems since problem solving focus was a
17 big part of the study. We used in large part surveys of
18 the population and we interviewed almost 2,600 people as
19 part of that study of the prototypes and the map
20 comparison area. We also did a lot of other things. We
21 looked at a lot of official crime data areas. We gather
22 information from a -- and particularly what I want to
23 focus on today which was the streets and sanitation and
24 other city agencies since the delivery of city services is

1 integral like to Chicago programs, you can't talk about
2 community policing in Chicago without talking about city
3 services. It's very much a central and core part of the
4 program. We also sent observers out in an effort I'll
5 never repeat, to observe 2200 blocks and count the
6 garbage, garbage, trash and beer bottles and look for
7 signs of abandoned cars and make judgments about the
8 quality and upkeep of the blocks there. That was a large
9 effort, but it showed us some interesting things I think
10 in terms of high points, in terms of your concern to cut
11 costs. Bottom line, the program in the prototypes had
12 very substantial impacts in the African American
13 community. Had significant impacts among white
14 Chicagoans, although their perception of the quality of
15 police service were already high and their problems were
16 relatively low. So there were sort of less room for
17 movement in their views. And the program by and large
18 missed Hispanics entirely. Hispanics were the left out
19 group when it came to CAPS. We found that Hispanics
20 didn't know about the program. The program didn't
21 contact, them touch their lives in any way and they
22 perceived no particular change in the quality of life
23 around them as a result of the program. So, our second
24 year's report in particular comes down very hard on the

1 lack of program impact in the Hispanic community. We also
2 find that this tracking participation in the beat meetings
3 pretty much the same pattern participation in the African
4 American community in Chicago is actually surprisingly
5 high. And I would judge not a problem when contrasted to
6 participation in white and home owner neighborhoods. But
7 again it's participation in the Hispanic beats which has
8 been significantly noticeable which lower and provide a
9 real challenge for the Department there as well. We were
10 very concerned about this kind of differential impacts
11 because I've been doing research on community policing and
12 innovations of policing in lots of cities and typically
13 what you find is that whites and home owners are the ones
14 who come into contact with the program and who enjoy it's
15 benefits and Hispanics and African Americans get left out.
16 That certainly was the pattern in Houston, that was the
17 pattern in Oakland, so we were looking at that issue very
18 carefully. We designed our whole evaluation to be sort of
19 large enough and substantial enough to be able to speak
20 separately to three of Chicago's biggest communities and
21 that's why we were able to talk about the impact among
22 different groups. And there was good news and bad news,
23 as I said, worked pretty well in the African American
24 neighborhood. The program impacts the neighborhood and in

1 Austin in particular were impressive. They were less
2 impressive among the African American parts of the 10th
3 district, but the 10th district, frankly had a bad
4 program. It also didn't affect the hispanics in the 10th
5 district either. It simply wasn't a very successful
6 program at the 10th district. But the places where a good
7 program was put on had good impact and people across the
8 board noticed it and were affected by it unless they were
9 Hispanic at which case they missed the ball entirely. I'd
10 like to say that I think that I have observed considerable
11 action as a result of our evaluation which was taken quite
12 seriously. The city's invested a lot more in outreach in
13 Hispanic neighborhoods. There's a very significant
14 outreach program within part of the bowels of City Hall
15 which is attempting to mobilize citizen participation in
16 CAPS through the use of free media, paid media through
17 community organizing. There's a large cadre of organizers
18 who have been tried and trained who are trying to mobilize
19 participation in CAPS and lots of them are Spanish
20 speakers and all of the print and television media comes
21 out in English as well as Spanish. The Director of that
22 speaks fluent Spanish and sees one of his real purposes is
23 to push hard at participation in the Hispanic community.
24 So I think that the city took note of what we found and

1 there's been a significant response. Only time will tell
2 how much it's going to work and we'll be continuing to
3 monitor that in surveys that we will be doing in the
4 spring of this year and in the spring of next year as
5 well. Otherwise I can report that there were significant
6 wins, significant victories in each of the five
7 prototypes. They were different from place to place, but
8 the programs themselves were very different from place to
9 place.

10 One of the things about CAPS is that
11 it's designed to empower district commanders to decide
12 what to do and to pursue local solutions to local
13 problems. Our surveys showed what people think the
14 problems are vary dramatically from place to place. In
15 Englewood, for example, which was a very high homicide
16 district, the street drug sales and gang problems were two
17 of the biggest problems at Englewood, but abandoned
18 buildings were an enormous problem. In fact, the
19 publicity was -- the third biggest problem in Englewood
20 was building abandonment. We also know that the district
21 commander had a list of 800 abandoned buildings in his
22 desk and that was one of the things he took on as a big
23 target. First year junk, trash in the street and sidewalk
24 is the 4th biggest problem in Englewood. When you ask the

1 public about their desire, so the problems were diverse
2 and interesting and didn't follow -- people didn't
3 necessarily focus on traditional major crime categories.
4 In other places graffiti was seen as a substantial
5 problem. That was certainly true in the 10th district,
6 Marquette District, graffiti was the second biggest
7 problem from the point of view of people who live there.
8 So that physical decay and sort of youth disorder was as
9 high on their agenda as was robbery and burglary in our
10 surveys and all of the districts tried to develop a
11 diverse package of programs that spoke to the kind of,
12 different kinds of problems that were emerging at each
13 place. One of the things that concerned me about the
14 discussion that I heard taking place here is that it
15 perpetuates a myth about what it is that the police do and
16 what kind of problems that the public want them to respond
17 to. Our surveys show that physical decay and a kind of a
18 low level social disorder bothers the public just as much
19 as the kind of serious part one crimes that the Department
20 is interested in that the Department can measure, but
21 these things that they can't measure are very high on the
22 public's agenda and the sort of things that the problem
23 solving orientation that they were talking about is really
24 designed to respond to. And then there's the city

1 services part which shouldn't be forgotten. Englewood,
2 for example, pulled out his list of 800 the district
3 commander pulled out because the CAPS actually gave him
4 resources and gave him the capacity to mobilize the
5 Building Department and to get health inspectors out and
6 to board up buildings and close buildings and start fast
7 track demolition and Englewood was the single biggest user
8 of building inspections during that first 18 months of
9 CAPS. There was one building inspection mobilized by the
10 district commander for every eight residents of Englewood
11 and they made huge progress at dealing with that. You saw
12 it in our surveys. People's perception of abandoned
13 buildings in Englewood went down very dramatically over
14 the first 18 months and that's just as important a part of
15 police work at the end of 1990 as someone driving fast and
16 somebody is burglarized. So I would urge you not to
17 forget that the public has a much broader agenda for their
18 police than just serious part 1 crimes and the findings, a
19 whole variety of ways of responding to them, not just by
20 driving fast is very much a part of what policing in the
21 '90s is about all over the United States and in Chicago as
22 well. I'd be happy to respond to any questions.

23 CHAIRMAN MATHEWSON: Thank you very much,
24 Professor Skogan. Let's start at the other end. Janie

1 Khoury?

2 MS. KHOURY: No.

3 CHAIRMAN MATHEWSON: Rosemary Bombella?

4 MS. BOMBELLA: I was curious as to you are
5 findings about the lack of response in the Hispanic
6 communities. Was there in the first year there a lack of
7 information, perhaps you said at the Spanish language did
8 you find that, is that part of the issue there?

9 MR. SKOGAN: There are many hypothesis about
10 the problems of reaching out and finding and involving
11 Hispanic and certainly language is a big part of it. We
12 find that when we conduct surveys in Chicago among people
13 who are simply classified as Hispanic in our surveys we
14 have to interview almost 30 percent of them in Spanish.
15 This is a very is high figure. You have beats in Chicago
16 where as high as 28 percent of the population is what the
17 Census Bureau called linguistically isolated is that
18 nobody in the household speaks English. It is a household
19 concept so language is a big issue.

20 In conducting public meetings, public
21 beat meetings in multiple languages, it is really
22 cumbersome and really hard and they, you know, as part of
23 the start up of the program simply were reaching out
24 trying to find translation resources, trying to find ways

1 of coping with the linguistic diversity that's out there
2 and that really was very much a part of the issue during
3 the first year and continues to be a part of it. It's
4 certainly cumbersome and difficult to conduct multi
5 lingual meetings. There was also a lot of speculation
6 about the cultural expectations, people who immigrated to
7 this country from abroad and how their ideas about the
8 public's relationship with the police might be
9 dramatically different than your own and I think that's
10 probably going on here as well.

11 What we did find is that in heavily
12 Hispanic beat places that are more than 65 percent
13 Hispanic, their turn out jumps pretty sharply. Turn out
14 among Hispanics at beat meetings seems to be depressed
15 when they are in that sort of 20 to 50 percent of the
16 population, but when beats become heavily Hispanic, turn
17 out figures skyrocket partly because I suspect there's a
18 lot more talk about it in Spanish and second of all that
19 everybody concerned knows you've got to have translators
20 and you've got to have translated materials in those
21 meetings, which may not be the case in beats that are 20
22 percent Hispanic or 25 percent Hispanic and it's
23 expensive. They're cultural hypothesis, they're certainly
24 linguistic that are substantial. As I said, the city is

1 trying hard to mobilize, advertise, paying hired lots of
2 these community organizers who speak Spanish who are
3 working that hard and lot of the promotional materials are
4 in Spanish.

5 CHAIRMAN MATHEWSON: Dorris Roberts?

6 MR. ROBERTS: No.

7 CHAIRMAN MATHEWSON: Hugh Schwartzberg?

8 MR. SCHWARTZBERG: It's my understanding that
9 reactions to CAPS program within the Department reflects
10 what often is a normal bureaucratic pattern. The people
11 at the top are trying to make changes. The people at the
12 bottom are going to follow whatever process the are being
13 put in and the middle level of bureaucracy tends not to
14 move quickly on new ideas. I assume the same pattern to
15 some extent is being reflected here and to what extent is
16 it necessary to push the Department or is it not necessary
17 to push the department in a way to ensure that CAPS is
18 meaningfully followed across the board and let me through
19 in one other thing. Here is -- there's been a general
20 decline of policing, pardon me, a general decline of crime
21 across the country. As a result, whatever is being done
22 across the country is being taken as the current cure
23 because all of us are delighted to see crime going down.
24 What do you see as some of the things that are taking

1 place elsewhere that are not taking place in this city
2 that might be useful to try and achieve some of the
3 gains?

4 MR. SKOGAN: Those are two quite different
5 questions. I'll answer the first one first and you may
6 have to remind me about the second one, but that is also
7 quite an interesting question.

8 First of all, I think your observation
9 about the original is an extremely astute one and is
10 exactly on the mark. At the time when this program first
11 began to surface there was a great deal of apprehension
12 all over the Police Department. We've been conducting
13 surveys of police more or less continuously since 1993 in
14 various settings, surveyed 12,000 thousand police officers
15 at various points in time and different kinds of officers
16 and early on at the street level among the rank and file
17 there was a lot of apprehension. Nobody knew what it
18 meant. Police Departments are probably the leading place
19 of residents of rumor mongering in North America and the
20 rumor were rampant and mongers widely and many of them
21 were astonishing, but it's our judgment that after a year
22 or so of the program really being in place that by and
23 large the rank and file of the Chicago Police Department
24 went back to being concerned about vacations and pay and

1 shift rotation and all kinds of normal job concerns and
2 CAPS had stopped, many fallen off the agenda as something
3 they complained about on a regular basis partly because it
4 turned out to be not so bad after all. And there's in
5 addition a very broad commitment at the very top of the
6 organization to push the program in this direction and
7 that commitment is reflected both in the dollars that the
8 city has put into it, but with those new policemen and the
9 integration of city services, but that there is certainly
10 a level of management which has arisen under the old rules
11 and has a very traditional view of police operations and
12 who are concerned about the division of resources to un
13 tried things for which they might be held responsible if
14 they don't work. So they're leery. They watch carefully.
15 All of them watch. The most that they have left to retire
16 at the same time and I would say at this point in time
17 that that's part of the organization where there's perhaps
18 the less motion. But things have changed a lot since 1993
19 and it might have been my experience all good visionary
20 managers press forward on all fronts all the time. They
21 are sort of relentless at trying to impose their vision of
22 the organization and it takes a long time. It's 23,500
23 people and a very traditionally organized, very
24 decentralized department. It's hard to imagine for many

1 of us how limited the knowledge of downtown has about what
2 it is they actually do. You saw them here struggle today
3 over there inability to produce management information on
4 who is doing what when and that's very true. They don't
5 know who is doing what when downtown. It's a very
6 decentralized, very paper work, paper managed kind of
7 organization and it's difficult to know what's happening
8 out there in the field. So that that makes change even
9 more difficult because you have to sort of guess what's
10 happening out on the street and try to push the program
11 forward. So, I think you're right about that and it's
12 unrelenting pressure from the media and from the public
13 and from the various stake holders in the program to keep
14 saying this is important, stay focused on it, don't focus
15 on something else. Events occur. They're potentially
16 diversionary. They have to be dealt with, but keep your
17 eye on the main ball which is pushing the program forward
18 and that's how change will get made over time. When they
19 started out, they said it was a year's program. A couple
20 of months says -- the superintendent says it's a five year
21 program. So it's a kind of a creeping target, but the
22 change has been considerable over the first period.
23 That's, I think, my answer to the first question.

24 The second question had to do with what

1 is Chicago not doing. Cities that want to get community
2 policing programs off quick staff it with volunteers and
3 run it out of the chief's office and run it out of
4 research and development and you can do that. You can
5 have a community policing program up and running in three
6 months, no problem and it will be very impressive and
7 you'll have well motivated, bright, shared, hard working
8 officers who really want do that kind of work and be
9 pretty effectively managed because it's being run
10 directly from downtown. It will go to get lots of special
11 resources and attention and those officers are going to be
12 flying out to conferences in Washington and it's going to
13 be terrific and that's a recipe for disaster and what
14 happens is the regular organization doesn't get confronted
15 in the regular way of doing business, doesn't get
16 confronted and pretty soon you've got two kinds of police.
17 You have real police and community police and but there's
18 certainly cities that do that. One of the cities I
19 studied is Fort Worth, Texas. Fort Worth did that and
20 they got out of the blocks very quickly, as a result, got
21 lots of good publicity, but they've got two kinds of
22 police in Fort Worth. Now Chicago don't do that. They
23 made a commitment to involve the whole patrol division
24 for starters and that everybody's in it and there's no

1 special community police officers and that's the hard way
2 to do it. So they didn't do that. New York. What New
3 York will call a community policing program if you ask
4 them is they make hundred of those of misdemeanor arrests
5 every year. In fact they made so many misdemeanor arrests
6 that the judges got tired of dealing with what they
7 thought were these garbage cases, so they went to the
8 legislature and had the legislature to change the law to
9 decriminalize all of that. So now all they can get is a
10 ticket. And so the whole thing is sort of turning into a
11 swamp and in addition, there's an up swelling of
12 communities concerned in poor neighborhoods in New York
13 over what some people perceive to being a mound of
14 complaints about police abuse which have been pushed under
15 the table because of political success of the program and
16 which is starting to surface and the review board in New
17 York has just commissioned a very large study to try to
18 figure out what New Yorkers actually think about the
19 program, New Yorkers of all kinds. They're going to be
20 doing a large survey just to do that because they perceive
21 that the happy face of the program that is presented in
22 the media probably actually isn't the happy face for
23 people who haven't lived in Manhattan in New York.
24 Chicago has not done that. Chicago's program is not an

1 arrest people program. It's not a crackdown program, it's
2 quite a different kind of program. Chicago has not gone
3 as quickly as some cities in terms of information
4 technology and you saw some of that today. The cumbersome
5 problems of getting the 911 system to work has really
6 overwhelmed them and a lot of other cities have moved very
7 rapidly toward data-driven crime analysis intensive models
8 where they direct community policing teams on the basis of
9 crime analysis that gets put out overnight by specialists
10 and they're very quickly responsive and maybe this
11 department will have the capacity to do that when they get
12 the management system in place, but the data is simply not
13 there to be that kind of organization and that's another
14 kind of model that a lot of places adopt. That's the San
15 Diego model which is very much a crime analysis driven
16 problem solving approach to community policing. No
17 citizen input to speak of, no beat meetings, no district
18 advisory committee. It's official crime statistics,
19 crime fully massaged and analyzed overnight and direct
20 special teams to go out and directly attack the problem
21 and they do great at it. Again, a very different problem
22 which has this big cumbersome citizen's input, but given
23 Chicago and it's neighborhoods, that's a very important
24 part of the program, quite different from San Diego.

1 MR. SCHARTZBERG: So there's no specific
2 suggestion that you think should come through this
3 committee, at least I haven't heard any. I think that
4 they need to figure out ways to trust their labor, very
5 traditionally organized and managed department vis a vis
6 labor relations and the kind of management buzz word of
7 the '90s about empowering people and devolving
8 responsibility down to operational levels where the
9 organization meets the customer actually has worked at a
10 number of smaller places. It actually does work for
11 example in Seattle which is not really a small place,
12 small compared to Chicago. They've not gone too far along
13 those lines here, it's still a very traditionally managed
14 department in the sense that Sergeants are accountable for
15 the behavior of their troops at a very minute by minute
16 basis and that's the study by a detailed set of general
17 orders which specifically who is wrong for what and as
18 long as you follow the order you can't get in trouble.
19 It's not something that necessarily encourages flexibility
20 and innovation to do that. You've got to trust your labor
21 and that's not been the historical relationship between
22 management and labor in Chicago. But over the long run to
23 be a successful problem-solving organization they're going
24 to have to figure out how to do that. Now, whether that

1 falls within your purview or not, I don't know, but that's
2 something I think that has to be pushed along.

3 CHAIRMAN MATHEWSON: Faye Lyon?

4 MS. GRANEMANN: I'll pass.

5 CHAIRMAN MATHEWSON: Kenneth Smith?

6 MR. SMITH: Is the success of the community
7 policing effort in Chicago driven by the commanders at
8 each district? Is that the driving force at that level?

9 MR. SKOGAN: Given the way they're currently
10 organized, I think the two most important levels are the
11 commander and the area deputy chiefs who sit just above
12 who have five commanders under them and who really are big
13 in terms of allocating resources, and that's the level at
14 which detectives and a lot of stuff that the special units
15 they were talking about get allocated is at this area
16 level. So I think that the district commanders, the 25
17 district commanders and their immediate supervisors who
18 have a lot of resource allocation power are the critical
19 level of the organization where it's either going to work
20 or not work.

21 MR. SMITH: You spoke of the police's role in
22 community organizations in your report at some point.

23 MR. SKOGAN: Yes.

24 MR. SMITH: Is it your impression that

1 they're very involved in this effort throughout Chicago
2 community organizations and local institutions?

3 MR. SKOGAN: Absolutely, and much more
4 involved. They're also very important the home beat
5 meeting process, for example, really depends upon
6 community organizations to distribute the flyers, turn
7 people out to the meetings, try, once problems get
8 identified at the meetings and issues need to be discussed
9 to mobilize the citizen part by doing something about it,
10 that takes organization and it really relies heavily on
11 that kind of organization. As part of our '95 report we
12 studied 253 community organizations to try to understand
13 the roles that they were taking in CAPS because we thought
14 they were really critical given the decentralized
15 problem-solving focus of the program. And what we found
16 was that groups with Hispanic constituency were the ones
17 who were not involved. It's part of a more general story.
18 They have a very active agenda involving literacy,
19 immigration, church, family and jobs and these are not the
20 kinds of issues that police seem to have that much to do
21 with. Whereas, when you look at the sort of home owner
22 block clubs, they're concerned with abandoned cars, junk
23 and trash, bad buildings, garbage pick up. On CAPS the
24 main five from even from organizations like that because

1 their agenda fits, just dovetails with the sort of
2 problem-solving service delivery nature of the CAPS and so
3 they jumped on the bandwagon in a big way. So white and
4 better off and home owning groups quickly got involved and
5 did the most to be involved and to support CAPS to turn
6 people out to meetings, hold their own meetings to help
7 recruit members, to meet with people, to organize
8 problem-solving. So there was a lot of group involvement,
9 but it was quite differential. African American
10 neighborhoods tended to get left out in this regard
11 because the groups that serve them were much more in the
12 service provision business often on the basis, based on
13 grants and contracts more often with professional
14 employees because they're grant and contract based and
15 they, in a sense like the Hispanic groups, had an agenda
16 for which the police didn't seem to be particularly
17 interested in a solution. So the African American groups
18 fell in in between the whites, home owning groups and
19 Hispanic, but they definitely were less involved. They
20 simply were organized differently to respond to different
21 kinds of problems.

22 MR. SMITH: What about the local political
23 leadership, what degrees of involvement have they at the
24 beat meetings?

1 MR. SKOGAN: Aldermen go surprisingly often,
2 especially in African American neighborhoods and Aldermen
3 are represented by staff people a lot in neighborhoods and
4 over the city we observed 143 beat meetings for this
5 report. We observed 165 beat meetings for this report and
6 we're back out there again and we take note of when people
7 are introduced who they are and Aldermen's representatives
8 are there a lot everywhere. And Aldermen are in a lot in
9 African American neighborhood initially politics and we
10 are leery of this.

11 MR. SMITH: Why?

12 MR. SKOGAN: Well, it's a place for people
13 who are running for office can also show up in districts
14 with their materials and so and they are there around
15 election time, candidates show up at these things. They
16 also threatened or promised other, at least offered up the
17 idea that sort of new organizations might emerge in
18 neighborhoods and those new organizations might have a
19 different political base and might have a different
20 constituent base than their organization and so they were
21 watching with concern. And finally there's this enormous
22 police in service provision, it's more effective to go to
23 your beat officer than your alderman to get a new garbage
24 can. A number of Aldermen have awoken to the fact that

1 there's a competitor out there for their assistance in
2 brokering city service and that's I think over the long
3 haul could be a real source of concern by local
4 politicians.

5 MR. SMITH: That's it.

6 CHAIRMAN MATHEWSON: Tom Pugh?

7 MR. PUGH: I notice one of your tables shows
8 that the major concern of black neighborhood problems are
9 drugs.

10 MR. SKOGAN: Uh-huh. Street drug sales is
11 the one problem that pops up just about everywhere you go.

12 MR. PUGH: What's that?

13 MR. SKOGAN: Street drug sales. That is a
14 problem that pops up in almost every community.

15 MR. PUGH: Well, it's about triple in the
16 black community, if you look at that table. It's page 56.

17 MR. SKOGAN: Oh, yes.

18 MR. PUGH: It just jumps out at you.

19 MR. SKOGAN: Yes.

20 MR. PUGH: Is that a fraudulent statistic or
21 is it real?

22 MR. SKOGAN: These are people's concerns and
23 when you have police department data to draw hot spot
24 maps, those hot spots really fall over African American

1 neighborhoods, they really do. Police hot spot maps
2 reflect only arrests. You don't know about drug crime
3 independently of discovering them and catching somebody.
4 So they're very heavily related to arrests, but drug hot
5 spots follow the African American community, Hispanic
6 community, are characterized by gang and graffiti hot
7 spots. White communities in Chicago are most
8 characterized by burglary hot spots. So different kinds
9 of crimes cluster at different places.

10 MR. PUGH: My question is, as a result of
11 this study, is anything happening? Is there any
12 indication of a change in the emphasis of police concern
13 about drugs in the black neighborhoods?

14 MR. SKOGAN: I think it was no surprise to
15 learn that Chicagoans are upset about street drug sales.
16 We didn't tell anybody else.

17 MR. PUGH: That backs were concerned?

18 MR. SKOGAN: I don't think that's a surprise
19 to. Anyone I don't think anybody was surprised about
20 that.

21 MR. PUGH: Anything being done about it?

22 MR. SKOGAN: The city has an aggressive
23 narcotics program. You've got management programs of
24 problems. You may have noticed, as they do everywhere.

1 Managing narcotics is a terrible job.

2 MR. PUGH: Is the answer no?

3 MR. SKOGAN: The answer is I think they're
4 doing what they've always done.

5 MR. PUGH: That's is?

6 MR. SKOGAN: Which is, it is a tough job.

7 MR. PUGH: Nothing new.

8 MR. SKOGAN: Well, our youth programs are
9 programs to get youth involved in various kinds of
10 athletic and constructive activities as kind of an
11 alternative of other kinds of recreation. That is kind of
12 a youth committee district advisory committees who are
13 sponsoring a lot of them. There's this youth net program
14 that is very active in Austin to start with. So I don't
15 know what, at some level. Lots of things are anti drug
16 programs.

17 MR. SMITH: Some people in the Congress would
18 say that youth programs are not a way to fight drugs.

19 MR. SKOGAN: It's okay Congress is another
20 one of our nation's programs, but do I see new enforcement
21 tactics?

22 MR. PUGH: Yes, you're--

23 MR. SKOGAN: No, no. I think that the
24 computerized crime analysis part of CAPS which is already

1 out there in place and can produce analytical maps and can
2 identify the kind of hot spot I was talking about, can
3 help target detective resources, although smart detectives
4 know where those hot spots are by and large already.

5 MR. PUGH: But improving that statistic,
6 things just jump out at you on the table.

7 MR. SKOGAN: Absolutely. Crime is the
8 number one problem on the mind of Chicagoans. In our last
9 survey --

10 MR. PUGH: No, drug crime.

11 MR. SKOGAN: Okay, let me say this, on the
12 last survey we started out, we just asked people about
13 their neighborhoods, what's your biggest problem. 67
14 percent said crime and they didn't know what we were after
15 at that point. So crime is what's on people's mind out
16 there and at our surveys of selected neighborhoods, street
17 drug sales is almost always high on the agenda re
18 regardless of the kind of neighborhood. So it's most in
19 African American neighborhoods, but it is of concern
20 everywhere.

21 MR. PUGH: Not according to the statistics.
22 It's triple in the African American community.

23 MR. SKOGAN: It stands out, but it doesn't
24 mean it's not a concern in other places.

1 CHAIRMAN MATHEWSON: Thank you. Jae Choi?

2 MS. CHOI: Thank you. Professor Skogan, it
3 seems to me from what we had heard from the Chicago Police
4 Department and some of the things that you have mentioned
5 that if CAPS is really going to work you need a really
6 creative leader at that local district because not only
7 does it, take as you mentioned, fast driving and
8 deployment time and the traditional policing strategies,
9 but you really need creative solutions. If there's an
10 area that's infested with drugs, how do you take care of
11 that? We have had some sense that the community input is
12 important and the communities are participating in some of
13 the problem solving aspect of it. Do you find that at the
14 leadership that is at the districts now that they are open
15 to some of these new ideas and new concepts or is it sort
16 of at this point a feel good thing? I guess I'm sort of
17 sensing a frustration because I mean today we're
18 addressing African Americans and their police protection.
19 You have mentioned it's really -- CAPS is really benefited
20 white home owners and better neighborhoods.

21 MR. SKOGAN: And African Americans as
22 well.

23 MS. CHOI: It has?

24 MR. SKOGAN: Absolutely. In the

1 prototypes for example across a broad range of measures
2 the perception of the quality of police service went up
3 actually most among African Americans.

4 MS. CHOI: Perception?

5 MR. SCOGGINS: Well you ask about the quality
6 of service that their neighborhood is getting, yes. And
7 in terms of it's impact on neighborhood problems, the
8 program had as much impact in African American parts of
9 town as it did in white parts of town, absolutely as much.
10 It was really only in Hispanic neighborhoods that they
11 really only missed the boat.

12 MS. CHOI: Is it your sense that once the
13 Chicago Police Department gets their management
14 information unit up that they've heard all morning that
15 what they're going to find some creative solutions to
16 address some of the local issues in their district.

17 MR. SCOGGINS: Management information is
18 nice, it's not -- it's not a revolution, it's simply nice.
19 If you were asking me what would make the program work the
20 most effectively, it wouldn't be the first thing on my
21 list.

22 MS. CHOI: So that's not the panacea at this
23 point?

24 MR. SCOGGINS: No, it's important, it's

1 useful, it's fun, it's very instructive, but I think
2 fundamental organizational issues are involved in making a
3 program like this work.

4 MS. CHOI: Within the whole CAPS program of
5 the Chicago Police Department.

6 MR. SKOGAN: Right, as you might guess,
7 pushing responsibility forward down the organization
8 ladder was to empower and trust the labor which will
9 involve a lot of training as well as holding district
10 commanders responsible for performance in their districts.

11 MS. CHOI: Are they not accountable at this
12 point?

13 MR. SKOGAN: Well, there are many things
14 that make crime go up and many things that make crime go
15 down and police are only among them. But when you expand
16 the scope to cover problem-solving and community
17 participation and that kind of stuff and you get -- you
18 have to develop new kinds of measures so you can see how
19 well districts and commanders are doing and those measures
20 aren't in place.

21 MS. CHOI: I'm curious about Rogers Park.
22 Rogers Park is one of the prototypes and it's a very
23 diverse community. How did they respond to CAPS and how
24 is it working out now?

1 MR. SKOGAN: We talk about Rogers Park a lot
2 in our first report. The principal problem there was that
3 the district commander wasn't the slightest bit interested
4 in community policing. He was looking forward to
5 retirement and most of the experimental period -- during
6 most of the experimental period he was still in place, so
7 what happened there really happened despite his
8 indifference to the program. That was one liability that
9 Rogers Park had. The second liability was that it was a
10 higher organized kind of place and to a certain extent the
11 organizations got into war with each other over who was
12 going to be able to extract the resources that CAPS was
13 bringing to the neighborhood in terms of police officers
14 and foot patrol and city services. And so the
15 organizations got into war with each other and they warred
16 at the district advisory committee, they warred over the
17 by laws and who could vote and who could sit and who had
18 to sit in the back and it was really terrible actually.
19 So between the war between the groups and the certainly
20 not the indifference of all the police in the district
21 because a lot of them did sort of interesting and exciting
22 things despite the lack of affirmative leadership, but
23 they got out of the blocks more slowly than you might have
24 expected, given the nature of the place. Now, it's

1 clearly one of the best districts in terms of making the
2 program happen. There's been changes in leadership, et
3 cetera. It's a place where a lot of younger and more
4 forward thinking police officers like to work and they go
5 there and it's, they're really interested and to a certain
6 extent the community organizations have gotten themselves
7 together, are a little less at war with each other. So
8 the program in Rogers Park has pushed it a long way since
9 the prototyping period, but they were slow out of the
10 block because of the specific conditions.

11 MS. CHOI: Had some of the diverse community
12 in the neighborhood helped in terms of getting itself
13 organized and now that it is a better functioning
14 district, were some of the earlier leadership more
15 established long term residents?

16 MR. SKOGAN: Oh, absolutely. One of the
17 problems with the beat structure is that the beats were
18 drawn in ways that don't always clearly reflect the
19 communities that are out there in the neighborhoods and
20 often the people who turn out at the beat meetings often
21 were not reflective of the population of the beat. Often
22 nooks and crannies or parts and Rogers Park was clearly a
23 case of that. A very diverse community, it was about what
24 28 percent African American, 13 percent Hispanic, some

1 numbers like that. African Americans almost never turned
2 out for the beat meetings. In fact, our observers watched
3 many a meeting where that was the big subject of the
4 discussion of the meeting, how can we get more African
5 American representation at our beat meetings and that was
6 something they really struggled over at Rogers Park trying
7 to make that happen. So that diversity is both a strength
8 and it's also a challenge. It's a challenge to trying to
9 ensure that everybody gets represented at a beat turn out
10 and that their concerns and interests get put on the table
11 when you're discussing neighborhood problems. That's a
12 lot easier if you have a homogeneous outlook, when
13 everybody has the same outlook, everybody lives in the
14 same style of life, lives in the same kind of house. You
15 know it's pretty easy to figure out an agenda, put it on
16 the table and everybody's going to work together and there
17 are substantial parts of Chicago who look at things like
18 that very homogeneous, very segregated city. Rogers is a
19 place where it knows homogeneous and it was a real
20 struggle to get those diverse interests on the table and
21 I'm not sure to this date we have. They've really
22 succeeded in that diversity is a strength and a challenge.

23 CHAIRMAN MATHEWSON: Dorris Roberts?

24 MR. ROBERTS: Can I ask a question, doctor.

1 In view of the recent incidents involving the Austin
2 District, Gresham District and the projected into the
3 Englewood District most recently the Austin and the
4 Gresham District, what impact do you feel these incidents
5 or the arrest of those officers will have on the future of
6 community policing?

7 MR. SKOGAN: Well I don't know. Obviously
8 these things to a certain extent sort of undercut whatever
9 trust might be developing between police and neighborhood
10 residents, although I'm not sure this is the biggest
11 problem in that regard. I think that a whole host of
12 things from, for example, Englewood, the serial killer
13 problem perhaps was not as widespread a discussion as
14 might have been about the serial killer and the detective
15 division might not have been as forthcoming about
16 information as they might have been. In some ways that
17 might be worse than the kind of tactical unit, drug
18 corruption that we're talking about today. And so
19 there's certainly -- there's a lot of things that can rock
20 that and this might not be the top one on the list, but
21 certainly that's part of it. Just as much as it erodes
22 public confidence in the police, I think it threatens to
23 take -- it's a metaphor -- it threatens to take the eyes
24 of the managers off the ball and to the extent to which

1 you're running around fighting first and dealing with a
2 crises here, a crises here and there's lot of press
3 conferences, a lot of flash bulbs and sort of the big
4 difficult tasks of pushing 23,500 people along, your
5 attention can easily get diverted from that and so I think
6 that that's to a certain extent that's not to be kept in
7 mind as well. This is what we're talking about is really
8 important, but so you keep your eye on the main chance
9 here, pushing that along as well. So I think the
10 diversion of top management energy and attention is
11 another potential fall out.

12 CHAIRMAN MATHEWSON: Faye Lyon?

13 MS. GRANEMANN: Who are your observers?

14 MR. SKOGAN: A collection of graduate
15 students and almost all graduate students at Northwestern
16 or Loyola or DePaul.

17 MS. GRANEMANN: Residents of Chicago, long
18 standing residents of Chicago?

19 MR. SKOGAN: One reason that we employ lots,
20 mostly Masters Degree students in criminal justice from
21 Loyola is because they're street smart Chicago commuter
22 kids and they know their way around town.

23 MS. GRANEMANN: Any of them residents of the
24 areas you were observing?

1 MR. SKOGAN: I don't know. Certainly a
2 number of them live in Rogers Park, but that's where
3 Loyola is, so. But it's a diverse group. We work hard to
4 get linguistic diversity. We have a good coitery of
5 Spanish speaking observers who are also very helpful at
6 helping us translate our research materials,
7 questionnaires and stuff into kind of a realistic Spanish
8 as well.

9 CHAIRMAN MATHEWSON: Thank you, Professor
10 Skogan. We look forward to digesting your materials.
11 I'm sorry we haven't had a chance to do so thus far, but
12 thank you for leaving it with us.

13 (A brief recess was taken.)

14 CHAIRMAN MATHEWSON: We'll resume our hearing.
15 Mary Powers is here. Would you please introduce yourself
16 for the record?

17 MARY POWERS

18 CITIZENS ALERT

19 I'm Mary Powers, I'm director of
20 Citizens Alert. I'm a volunteer director. Citizens Alert
21 is a 30 years old police watchdog group dedicated to
22 humane and effective law enforcement. And we have a lot
23 of programs that we promote with the police board, with
24 the superintendent, whoever he may be. We have a good

1 relationship, we've always had a good relationship with
2 whoever was the superintendent with the exception of LeRoy
3 Martin who didn't appreciate us quite as much as others
4 and vice versa. Largely over John Burge, the police case
5 which was on his watch and which caused us to change our
6 motto an uncertain humane effective law enforcement in our
7 flyers and our commitment. Last year the last time I was
8 here I apparently said across the board people of color
9 with whom we have dealt have felt that their community
10 have been over policed and under protected. There may be
11 a large police presence and you may see the cars going by,
12 when it comes right down to dealing with the safety of the
13 community in dealing with specific problems they bring to
14 the police. There's definite dissatisfaction with that
15 degree of service. And I want to reiterate that years
16 late, but despite the fact of community policing and the
17 fact that there is more service provided as far as we're
18 concerned and the number of complaints that we get each
19 year, we get 400 or 500 more calls about police or police
20 related calls -- not all complaints, but inquiries about
21 what people can expect, what their rights are, do they
22 really have to be treated with disrespect? Sometimes it
23 isn't a complaint about brutality, but it's about police
24 attitude. That hasn't changed that much. It may have

1 changed, I'm sure it's changed with the officers who are
2 working with the community policing programs.

3 I've been out to several meetings in
4 Austin in the last couple of months and was amazed at
5 the turn out that the CAPS programs district-wide
6 meetings, really amazed, and the community organizations
7 go all out to get people there. I must say that from what
8 we hear from individuals, the attitude and the disrespect
9 with which people are treated and the atmosphere in which
10 they live regarding police doesn't seem to have changed
11 that much. And I made a particular point because I know
12 you read about the brutality issue and the more serious
13 incidents of brutality and police dealings and that sort
14 of thing, which we also deal with. But I made a point
15 this time to talk with people in the community about their
16 feelings and I didn't write a report, but I did take some
17 notes and the one thing that came out all the way through
18 was the disrespect with which people are treated. And I
19 don't think that's true -- it may be true in the white
20 community, but certainly not to the degree that it is in
21 the communities of color. And there are, aside from the
22 demeaning and degrading feelings that people end up with
23 as a result of this, it has a real effect on the community
24 housing patterns, for instance. I thought that was quite

1 interesting. One women brought out to me the fact that
2 seniors that she knows and more than once family of
3 seniors who lived in a neighborhood for 50 years and who
4 are reporting crime and are, you know, subjected to crime
5 as many of us are, were told by the police, well why are
6 you staying here? What are you doing in this
7 neighborhood? You don't belong in this neighborhood
8 anymore and really being so divisive and so hostile and so
9 critical of the other neighbors who are not white that
10 trying to lead these people to believe that they should
11 expect this if they stay there. And that's something that
12 is reflected in the theme of people who drive into the
13 neighborhood. A white women I know who lives in Austin
14 tells me about her daughters who come to visit her and how
15 they've been stopped again and again--reverse of the usual
16 pattern, blacks being stopped in white neighborhoods--but
17 stopped to say -- just stopped saying where are you going?
18 What are you doing here? And hardly believing her when
19 she says she's going to see her mother and they can follow
20 her if they want. Some of that type of behavior that
21 doesn't seem as important somehow builds the atmosphere of
22 distrust, of hostility, of resentment among neighbors,
23 people that could get along and have gotten along but in
24 many instances they just give up and move on.

1 I think there really has to be, you
2 know, repeated sensitivity training. We know there's
3 sensitivity training, but it has to be done over and over
4 and over again and we try to encourage people to report
5 verbal abuse, for instance, even though there's rarely
6 discipline meted out. If someone's found a complaint of
7 verbal abuse has been sustained, but we feel that the
8 officer having to take that seriously is going to do
9 something about his behavior toward people in the
10 community he's supposed to serve. But it seems that the
11 boundaries where people live really spell out how they're
12 going to be treated frequently. And another person I
13 spoke to -- and I don't know if I mentioned this is in the
14 Austin community which was one of the prototypes for
15 community policing had a commander, Leroy O'Shield who was
16 really into community policing, kind of Mr. community
17 policing person. And so there's some basic disregard for
18 people's human rights and respect that somehow is ignored
19 on a daily basis. I saw this young women whose daughter
20 was stopped at North Avenue and Cicero at 4 o'clock in the
21 afternoon saying what are you doing here because she was a
22 white women in the car, just the reverse of the driving
23 while black syndrome. I had hoped to make a copy of this
24 article from the Arizona Daily Star called: "Driving

1 While Black, Disturbing U.S. Trend" and we get this all
2 the time.

3 I'd like to encourage you to think
4 about the Chicago suburbs because that's even more of a
5 problem there and it's so-called profile stops have been a
6 reason for lot of discussion on the North Shore recently.
7 I was on a committee in Glencoe to try to deal with it.
8 We've come up with a very unsatisfactory solution as far
9 as I can see. But it's all over. I spoke with someone
10 last night. I really did kind of a survey in preparation
11 for coming and that was something that people brought up
12 in Palatine and Mt. Prospect and we've had repeated
13 complaints over the years about it, but it doesn't get any
14 beer and it's all over. And this report talks about the
15 simple truth is police officers treat black citizens
16 differently than other citizens. It seems to be a game of
17 power as scores of black men can testify and I think
18 that's true, and they go on to talk about someone who says
19 it's about power, the flashing lights, pulling their clubs,
20 exerting total control over you at that moment where they
21 expect complete cooperation. And so this makes people
22 suspicious of law enforcement, too. I mean they're
23 not going to tend to be as cooperative as they might have
24 been. They know that this is the way they're treated or

1 may be and when -- I know I'm apprehensive when the red
2 light goes on and someone pulls me over and I think we all
3 are, but I'd be much more so if I was really afraid of
4 physical abuse or verbal abuse even.

5 CHAIRMAN MATHEWSON: Do you have figures,
6 statistics that would support your statement that you're
7 getting the same number of complaints as before community
8 policing was instituted? Does your organization maintain
9 records of numbers of complaints?

10 MS. POWERS: Not statistically as much as we
11 should. We really base our records on, because we are all
12 volunteers and don't have a sophisticated -- in fact have
13 a very primitive computer system, it's a matter of the
14 messages we get on the phones and the phone box and that
15 sort of thing.

16 CHAIRMAN MATHEWSON: But do you count them?

17 MS. POWERS: We do count them and this year
18 we had 400 more, but these weren't all complaints, some of
19 these were inquiries; where to go for service and that
20 ended up being referrals. But 400 more than last year and
21 last year it was 400 more than the year before.

22 CHAIRMAN MATHEWSON: These are just phone call
23 totals?

24 MS. POWERS: Yes.

1 CHAIRMAN MATHEWSON: Obviously what I'm
2 getting at, the picture you're painting seems to
3 be inconsistent with what the police departments are
4 stating what is the positive impact into the community
5 policing program and I'm just trying to square these two
6 statements. It would be helpful to know what your
7 --

8 MS. POWERS: It certainly probably is
9 positive on the people who are into it, but there are many
10 people who aren't into it, who don't feel any and probably
11 aren't encouraged.

12 You asked about Rogers Park. I've been
13 working with a young women who worked for the Jewish
14 Council of Urban Affairs organizing Rogers Park with the
15 Interfaith Council and because there's been so much
16 harassment, she said Hispanic women, and tend to work
17 mostly I think with the Hispanic youth because there's so
18 much harassment she really talked some of those young men
19 into going with her to a CAPS meeting and she said these
20 aren't really hard core gang people, these are people who
21 are vulnerable and could go that way if they have no other
22 alternatives, but I wish she could be here to tell it much
23 better than I. But anyhow, she took these young men and
24 their parents to a CAPS meeting in Rogers Park and tried

1 to introduce them as youth in the community who wanted to
2 become part of the CAPS program, who wanted to do positive
3 things in their community and all that and they were
4 completely rejected. They went and, you know, my 11 year
5 old grandson wears those baggy pants and those clothes
6 they seem to like, but any how, they went in their usual
7 garb and right away people in the CAPS meeting were saying
8 you dress like gang members. What are we supposed to
9 think, you dress like gang members. And just insulting
10 and with their parents there, you know, and having to
11 translate for some of them, having to try to temper these
12 insults that were being said. So the parents were too
13 hurt by it because it was a big step for them to come. But
14 it isn't a panacea. For those for whom it works, it's
15 great, but everybody has, obviously hasn't been welcomed
16 into it. I know the frustration of trying to get in all
17 sorts of groups. I've worked in trying to get people of
18 color from America, the Mideast to trust you enough to
19 become involved in those programs and I'm sure that CAPS
20 like every other well-intentioned program has made those
21 efforts, I'm not saying it hasn't. And I was really
22 dumfounded a couple of weeks ago to see the mob of people
23 who had turned out for this district-wide CAPS meeting in
24 Austin. There must have been 300 people. It was very

1 impressive. Actually the meeting was zilch as far as it
2 was an informative meeting, but I think people were there
3 in hopes that they could get some questions answered about
4 some of the problems in Austin and they could voice the
5 questions, but they weren't really answered.

6 CHAIRMAN MATHEWSON: Questions? Jae Choi?

7 MS. CHOI: Yes. As director of the Citizens
8 Alert group, what is your understanding of the sensitivity
9 training that the Chicago Police Department officers
10 receive?

11 MS. POWERS: Better than it was. I think
12 it's obviously not enough. They do involve people from
13 the community from the gay and lesbian community. People
14 are invited to come and make presentations. I mean
15 there's an effort but -- and I don't know where it works
16 better to say it's inadequate -- but from the behavior now
17 it obviously is inadequate. I think part of the problem,
18 too, is that some of the recruits and newcomers have to go
19 through it and go through more than some of the old timers
20 who are sent through on, oh forget what you call it basis.
21 But going back, you know, a couple of times a year.

22 MS. CHOI: So, as you understand it, there is
23 a formal training process within the Chicago Police
24 Department?

1 MS. POWERS: Oh, definitely, yes.

2 MS. CHOI: And you think that is not enough?

3 MS. POWERS: I think it's not because of the
4 behavior.

5 MS. CHOI: What would you recommend as a
6 person who is at the front line receiving all these calls
7 from constituents saying I was treated disrespectfully,
8 what would you recommend to the Chicago Police Department
9 in terms of bettering their sensitivity training?

10 MS. POWERS: Well, I think having people and
11 they do have people of color, they do have gays and
12 lesbians. They do have people representing the community
13 there, but I do think it has to be much more intensive. I
14 think people have to be called back. I think even though
15 certainly you don't want to think of human relations,
16 training or sensitivity training as a punishment, it seems
17 to me you get that much verbal complaints about that sort
18 of thing. You should have to do a re run. Maybe it
19 should be automatic. We say one of the things we
20 recommend fruitlessly is that people with repeated number
21 of complaints of brutality should have to go through a
22 kind of a psychological evaluation on a periodic basis.
23 That people, the stresses as you know of police work are
24 terrible I mean and there are high rates of alcoholism and

1 domestic violence, divorce and so the stresses are
2 something that needs to be recognized; however,
3 particularly the verbal abuse. You know, that sort of
4 thing has to be portrayed as something that's not
5 acceptable and somehow interpreted I think to people to
6 know to say if you're going to be a success in this job,
7 if you expect to get any place in this department, et
8 cetera, et cetera, you have to throw those old habits
9 away.

10 MS. CHOI: Does your organization get the
11 names of the officers who verbally abuse someone and
12 report them to the Chicago police.

13 MS. POWERS: Sometimes we encourage people to
14 report them.

15 MS. CHOI: And what is their response?

16 MS. POWERS: There's a better bell four or
17 five years ago the police board took a strong stand on it.
18 It went out to roll call in an announcement at roll call
19 how unacceptable that behavior was and that there was
20 going to be discipline meted out and some has been meted
21 out, you know, three days or something. Part of the
22 problem I think that the Department has is a problem with
23 the union. Mr. Nolan will tell you about that from his
24 perspective this afternoon, but you know police are

1 protected no matter what they do, their union membership
2 does provide them legal advice. Their dues pay for that,
3 but there's no distinction about what they're being
4 defended, what behavior is being defended.

5 Yesterday I was at the medical
6 examiner's office. One of the things we do is go with
7 families of people who died in custody or who have been
8 killed by the police to meet with the pathologist who did
9 the autopsy and tried to have them explain the
10 circumstances and kind of cut through the red tape for the
11 family and I was there yesterday with a mother and wife of
12 a young man who was found hanging and the family always
13 find it difficult to accept that anyone has committed
14 suicide even if he may have attempted to do this before as
15 this young man had. But the thing, the one thing that was
16 so amazing to me that the mother kept talking about was
17 when the police came to arrest him and he looked out and
18 saw them but he didn't have to let them in, at least they
19 didn't know they had a warrant. He went to the door,
20 opened the door, you know, was giving himself up and she
21 was so explicit in the language with which they used with
22 him, it was -- she started to cry. She said if that's the
23 way they felt about him, then, you know, why should I
24 think they didn't hang him? There's always the suspicion,

1 but I mean she repeated it over and over again to me, you
2 know, and to the doctor and the hostility and the lack of
3 acceptance of someone else as a human being even while
4 you're arresting him. You can arrest them and you can use
5 a choke -- well you shouldn't use a choke hold. She said
6 he did that, too. But you can use the force necessary to
7 put them under arrest, but to use the language they do
8 sets up the whole, this whole syndrome and she'll never
9 really believe that her son hung himself I don't think.
10 She really feels that because of the way they talked to
11 him in front of her, in front of the mother, these
12 obscenities and that they were going to do something to
13 harm him and who knows, but it didn't appear that that was
14 true. But those far reaching effects that verbal abuse
15 and the driving while black syndrome. I had a complaint
16 yesterday from a young woman who lives in Dolton who works
17 in a supervisory position in the post office who is very
18 attractive, 44 year old black woman who drives a nice car
19 which is her problem. She has to be at work early in the
20 morning and she was stopped at won point and beaten
21 severely and filed a successful lawsuit against the police
22 department, yet this was, I believe it was Riverside
23 Police Department, yesterday it was a Chicago Police
24 Department who stopped her on her way to work. This

1 whole, this same syndrome, you know, she says and they
2 admitted the first time that she really hadn't done
3 anything wrong. It's an ongoing problem and I wish I had
4 the answers, you know. I wish -- it is not only her, it's
5 certainly -- we have a national coalition on police
6 accountability that we convene and we have people from 107
7 cities or something who belong to that and it's a problem
8 in rural areas. Part of it is the person in the article
9 is the power syndrome. I don't think it's all racism
10 though there's certainly a strong strain of racism that's
11 involved, but part of it is the whole power thing I think
12 and maybe people's motivation for going in and maybe the
13 stress that should be dealt with if they were given
14 periodic -- we think everyone should be given periodic
15 psychological evaluations just like you go for a physical
16 there are those services available to the officer, but
17 they, you know, it's a stigma attached and they don't make
18 use of it. But we think if people were called
19 alphabetically or however, every two years or something it
20 might unearth some problems that would help alleviate the
21 situation. But it's a universal thing, it isn't just
22 Chicago certainly and I don't think Chicago is the worse,
23 but it isn't what it should be.

24 CHAIRMAN MATHEWSON: Tom Pugh?

1 MR. PUGH: No.

2 CHAIRMAN MATHEWSON: Kenneth Smith?

3 MR. SMITH: No.

4 CHAIRMAN MATHEWSON: Faye Lyon?

5 MS. GRANEMANN: No.

6 CHAIRMAN MATHEWSON: Hugh Schwartzberg?

7 MR. SCHWARTZBERG: No.

8 CHAIRMAN MATHEWSON: Dorris Roberts?

9 MR. ROBERTS: No.

10 CHAIRMAN MATHEWSON: Rosemary Bombella?

11 MS. BOMBELLA: No.

12 CHAIRMAN MATHEWSON: Janie Khoury?

13 MS. KHOURY: I do have a question. I'm just
14 curious how long you've been involved with your
15 organization and I'm just also wondering how many of these
16 accusations were false against the police? Have there
17 ever been anything reported that someone has accused the
18 police of doing something that actually --

19 MS. POWERS: We don't know that because we
20 don't really do the investigations. We encourage them,
21 we'll go with them to the Office of Professional Standards
22 to file a complaint. We'll try to follow up with OPS to
23 see what they're doing about it. If they're doing an
24 appropriate job and we assume if someone calls us, it's a

1 valid complaint. I don't know why they'd call us because
2 we can't do anything for them. We can refer them to a
3 lawyer or to go with them, as I say to file a complaint.
4 I've been with Citizens Alert for about 28 years as a
5 volunteer in different aspects of the organization.

6 MS. KHOURY: Thank you.

7 CHAIRMAN MATHEWSON: Anything else anybody?

8 Thank you very much for coming, we
9 appreciate it.

10 MS. POWERS: Thank you.

11 CHAIRMAN MATHEWSON: Patricia Hill and Vance
12 Kimber, please.

13 Thank you both very much for coming.
14 Would you both identify yourself, please, for the record?

15 MS. HILL: I am Patricia Hill, President of
16 the African American Police League, 11 year veteran of the
17 Chicago Police Department.

18 MR. KIMBER: Vance Kimber, President of the
19 Guardian Policemen Association. I've got 27 years with
20 the Chicago Police Department. I'm a Sergeant with the
21 police.

22 CHAIRMAN MATHEWSON: We would be pleased to
23 hear your statements.

24 PATRICIA HILL

1 AFRICAN AMERICAN PATROLMAN'S LEAGUE

2 Basically I'm here at an invitation and
3 I appreciate the privilege, the organization does. We
4 were here before and we commend this body for doing what
5 you do. Basically we are here to assist in whatever way
6 we can in providing information to this body in regards to
7 the topic, Police Service in the African American
8 Community. Our position has been since the existence of
9 the organization which was in 1969 is that our community
10 fundamentally is policed and other communities are served
11 and from that premise we conduct ourselves in terms of how
12 we monitor, assess, and observe any type of police
13 behavior. As a police officer I have somewhat of an
14 advantage and having not been a police officer I also have
15 an advantage. So I've had an opportunity to see both
16 sides. I would be one to agree that there is a definite
17 double standard, a definite lack of respect of the
18 individuals who are predominantly non white in this
19 society by the police having gone through training in the
20 police department through Chicago police training
21 division. I would say in many ways that is re-enforced.
22 Sometimes overtly and sometimes covertly, but there's
23 always this underlying understanding that first of all the
24 police is one society, then there's another society and

1 then within that society there are other groups of people.
2 So there is a definite emphasis on us against them,
3 concept of us against them which I think is definitely not
4 the intent of a policing system which is a public entity
5 and is paid by the public, our salaries are paid by the
6 public and it should be decisions made there by that
7 entity should be influenced by the public. So, from that
8 I think I've just given pretty much a general overview of
9 how we view what has been happening in our community with
10 regard to the police department and that's basically the
11 only expertise he can have on it is from our perspective
12 in our communities. I don't know the other views, so
13 whatever way I can help or any questions I can answer I'll
14 be glad to.

15 CHAIRMAN MATTHEWSON: I wonder if we can zero
16 in on a little bit better on the findings of this
17 committee in this last report. We're trying to update
18 those findings and determine whether they are still
19 accurate in that basically those findings were that the
20 Chicago Police Department was throwing the service of
21 the black communities, in high crime communities, was
22 disproportionally related to the crime conditions in those
23 communities. In other words, that there was not as much
24 policing per person or per crime as in other communities

1 within the city and what we were trying to get at here is
2 whether that's still true?

3 MS. HILL: Well, the punitive measures take
4 place in our communities are more than adequate. I think
5 the percentage of African Americans in the penal
6 institutions can indicate that arrests are made,
7 convictions are made. Our concern is not so much the
8 policing aspect, we are policed, there is no doubt about
9 that. Probably per capita we are policed again more than
10 anybody else, which give the impression to major societies
11 that we are more criminally intent.

12 Our concern is the service. The
13 service that we receive, since that is what this body is
14 supposed to be doing, serving and protecting. It's as
15 though our community is the criminal that the rest of the
16 society has to be protected from. So that's why we're
17 saying that, yeah, the arrests are made, the numbers are
18 there, the criminals in our communities on some level are
19 being apprehended and then there's a selective enforcement
20 even on that. Within the context of the African American
21 community, the biggest threat to us is the drug dealer and
22 the so-called gang banger. And within the context of
23 course of the Constitution they even have rights, but there
24 seems to be an inability on the part of the police

1 department, the policing system in this area probably, in
2 America to effectively make a dent in that part of the
3 criminal element that is vamping on the African American
4 community. The impression is that the majority of
5 individuals who are involved this drug trafficking are
6 African Americans. The impression of the majority of
7 individuals who are involved in gang banging are African
8 Americans. I think we find a problem of perception and
9 reality. And with that problem, the enforcement, the law
10 enforcement or the enforcement of apprehending these
11 criminals is not adequate. I think if we were able to
12 review statistics, we still have a lot of drug trafficking
13 in our communities, especially in the urban areas.

14 So what role does the police system
15 play in that in terms of effectively eliminating that
16 problem from the community? Part of it I will have to
17 admit is the major distrust that the African American
18 community has of the police system. Therefore, because
19 the policing system cannot work adequately and effectively
20 without the assistance of the citizens that they are
21 apparently serving and protecting, then that does short
22 it's ability to do what it's supposed to do. Again, that
23 has been created over the years and generations, well
24 documented incidents as to why maybe African Americans

1 don't thwart the policing system in Chicago. We can
2 attribute some of those reasons as being that our police
3 department doesn't even reflect the majority of the
4 population of the City of Chicago. In no area except for
5 possibly patrol which is the lowest rank in the police
6 department. But even in patrol with the City of Chicago
7 population, civilian population being upward towards a 55
8 to 60 percent non white, you have a police department that
9 is 23 percent African American, 7 or 8 percent Hispanic
10 and approximately 69 or 70 percent white. No offense to
11 any ethnic group, but you have a population in the City of
12 Chicago three percent Irish, but approximately 60 percent
13 Irish on the Police Department. Now we're not saying that
14 one group should be eliminated because of the ethnicity,
15 but apparently that is what is happening with African
16 Americans. Just in general rule, laws of probability, if
17 you give an entry level exam, open it up to the public, if
18 the majority of the population is one ethnic group, then
19 the majority of people taking the exam will be of that
20 ethnic group, but something happens from the time the
21 individuals are chosen to enter into the police department
22 to the year that they are to graduate to the time that
23 promotions occur to the time of retirement and those
24 numbers at this point is we are actually 23 percent of the

1 population of the police system in Chicago, that is the
2 problem. It's a probable cause of the fact that the trust
3 level cannot be established when something is sensitive as
4 policing when we are there at the most intimate times. We
5 see people at their worse. We see people at their most
6 vulnerable times and so people have to be able to trust who
7 they are going to allow to see them at those times. Not
8 only that, our community is somewhat in a Catch-22. We're
9 unprotected within ourselves because of fragmentation of
10 the community and we can't fully trust the police system,
11 but you have to call them because you want protection.
12 So there is a dilemma, there is a dilemma.

13 Our concern is first highlighting the
14 major problems. We feel the major problem is that we are
15 not, African Americans are not represented in terms of
16 population equitably on the police department and I'm sure
17 you're aware of all the controversy that that has occurred
18 based on the entry level and promotional exam. There's
19 too much controversy. There are too many unanswered
20 questions and the impression internally, the African
21 American police officers as well as the public, that there
22 is some hanky panky going on with these tests, with the
23 promotional process and so that again adds to the
24 distrust. So the question becomes how do we correct the

1 problem? I think it has to be acknowledged; number one,
2 that we can believe our eyes. We should believe what we
3 see, not like the general statement the police department
4 is -- don't believe your lying eyes, believe what I tell
5 you. We have a concern. There has to be some level where
6 our intelligence is not being insulted and that hasn't
7 occurred.

8 CHAIRMAN MATHEWSON: You think the CAPS
9 program is changing anything?

10 MS. HILL: I think the CAPS program has
11 pretty much for those of us who are on the level of
12 understanding community policing is a major marketing tool
13 to get the public to become more ingratiated to the police
14 department and to believe that we are there to help you.
15 But even within the context of CAPS there's a motto in
16 CAPS that says it a partnership between the community and
17 the police. Our definition of a partnership is when both
18 parties are in agreement of policy, procedures and what
19 have you when both partners are aware of the components of
20 a program is not where the program is dictated and
21 constructed by one body and then given to another to say
22 here, this is what's best for you. And that is pretty
23 much our presumption of what CAPS is. A case in point,
24 the African American Police League, the Guardians

1 Association, the National Black Police Association in 1989
2 when -- I think it was 1989 and '90 when Lee Patrick Brown
3 was Commissioner of Police in Houston conducted a
4 community policing forum and created a model of community
5 policing that these groups thought would be best for the
6 African American community. And six those organizations
7 exist in Chicago as well as the chapter of the National
8 Black Police Association and in no point in time were
9 those organizations consulted about CAPS or any type of
10 community policing program in Chicago.

11 CHAIRMAN MATHEWSON: Hugh Schwartzberg?

12 MR. SCHWARTZBERG: Can you give us the names
13 of those organizations?

14 MS. HILL: The African American Police League,
15 the far Guardians of Chicago, N.O.B.L.E. the National
16 Organization of Black Law Enforcement, Executive,
17 C.L.E.O., the Coalition for Law Enforcement Officers and
18 the Chicago Westside Police Association.

19 CHAIRMAN MATHEWSON: Connie Peters?

20 MS. PETERS: The last one was what again, I'm
21 sorry?

22 MS. HILL: Chicago Westside Police
23 Association.

24 CHAIRMAN MATHEWSON: What about -- can you

1 comment or reflect at all on any conclusions of the
2 report, this report that this Committee four or five years
3 ago in which it says that services are inadequate and not
4 proportionately assigned to the African American community
5 considering the crime that occurs in them. Is that still
6 true?

7 MS. HILL: Fundamentally it is true and that's
8 what we agreed upon. We just thought maybe it needed to
9 be expounded upon more and there needs to be some
10 specifics. I don't know. I don't know if that's what you
11 do, but it would have been I think internalized better.

12 MR. SCHWARTZBERG: Give us some examples.

13 MS. HILL: I can hear you all vaguely.

14 MR. SCHWARTZBERG: Can you give us some
15 examples of the kind of specific things that you think
16 might be included.

17 MS. HILL: Well, like I mentioned at the
18 beginning the prevailing or the predominant problem in
19 terms of types of service of policing that most African
20 Americans view or is a basic problem is the quality of
21 life which is being affected predominantly by the gang
22 bangers and the drug dealer. Based on the fact that the
23 police department, in our opinion, in our community has
24 not adequately dealt with that problem, the quality of

1 life of African Americans is still not comparable to what
2 they feel it should be or what it is of other ethnic
3 groups in Chicago. The biggest question that arises is if
4 I know that the drug dealer's on the block, if I know the
5 drug dealer lives next door and I call the police and the
6 police come by and the drug house is still there and the
7 drug dealers are still coming in and out, my perception is
8 that they're in on it. So -- and I'm saying this is
9 constantly the complaint and we do take complaints, too,
10 and this is constantly what I'm getting as a community
11 policing officer that the perception that by the public is
12 or the black community is that the police must be involved
13 in on the drug dealing and they must be involved in on the
14 gang banging which they always associate with doing drugs
15 and I don't know if that's all true.

16 MR. SCHWARTZBERG: Let me focus on that. I
17 have also heard from individual police officers they're
18 concerned that identification of a particular drug house
19 or of a particular drug sale place does not appear to be
20 followed up, so that these police officers distrust the
21 system of which they are a part. To what extent is that
22 reflective of any substantial portion of the police
23 department?

24 MS. HILL: From where I sit I think it's

1 reflected in the structure of the police department.
2 Within the context of police you have, like I said, the
3 patrol division which consists of the uniform officer and
4 your tactical officer. Generally the tactical officers
5 are the officers that are basically assigned. The drugs,
6 the guns, the gangs and things like that and I think the
7 training of those officers or the inadequacy of the
8 training of those officers, the fact that again most of
9 the tactical teams in Chicago are white and since most of
10 the communities we're talking about are predominantly
11 blacks, there's a problem in being able to thoroughly or
12 effectively investigate. It calls for surveillance. It
13 calls for infiltration. It calls for a lot of things and
14 it's very difficult to blend in sometimes when it is
15 necessary to blend in. Also the way in which tactical
16 officers are selected is a problem. It's not based on
17 ability, it's based on who you know and who likes you.
18 It's based on favoritism. It's based on those type of
19 things. So all of this I think contributes to the
20 inability of the department to effectively do the job that
21 the community is expecting of it to do.

22 CHAIRMAN MATHEWSON: Mr. Kimber?

23 VANCE KIMBER

24 GUARDIAN POLICE LEAGUE

1 Let me comment. I think also what the problem
2 is what happens in our community when you talk about drug
3 sales, when you talk about police, whether or not they
4 identify a house and it's quickly taken care of. If you
5 notice in the Austin district, in fact in the recent
6 indictments of the police officer, almost all of the
7 officers indicted have been black. I just have a real
8 serious problem when the government takes two years to do
9 an investigation, two years of silver shovel, a year and a
10 half for the Austin. In white community what seems to
11 happen is if there's some disparity, there's some criminal
12 activity going on with the police officer is a drug
13 seller, gang member, it's taken care of immediately. So
14 what it sends the message to the community is we are going
15 to correct our deficiencies immediately. What that is
16 sent when it takes a two or three year time period to do
17 an investigation and all this time period the police
18 officer is still peddling drugs, the community begins to
19 believe that nobody really cares and that it is really --
20 they really aren't after anyone because everyday I see
21 this policeman selling drugs and doing what he's doing.
22 Also for the police department to have African American
23 police officers, it sends the message that nobody really
24 cares that this person is actually doing drugs because

1 he's not being taken care of immediately.

2 CHAIRMAN MATHEWSON: Mr. Kimber, do you have
3 any other general comments or remarks on this topic we've
4 been discussing?

5 MR. KIMBER: Me and Pat agree across the
6 board on all the things that -- me and Pat have known each
7 other for a long time. The difference that I see in the
8 community service by the police to the community, I have
9 an advantage, I worked in Robert Taylor for ten years and
10 I worked at Monroe and Racine for about almost a year, not
11 quite a year, a half a year. Monroe and Racine takes in
12 the Taylor Street, that area. Robert Taylor is the
13 largest housing project in the country. There is a
14 difference in service. It's an attitude, the attitude
15 comes with leadership and Pat has mentioned about the
16 disproportionate of African Americans who are promoted
17 come on the job and that's where I think the CAPS program
18 falls down. It falls down because perception is the
19 disrespect that African Americans get in the city due to
20 the fact there are so few managers and leaders at the
21 position rank lieutenant, commander, captain, deputy
22 superintendent, those positions. Now the deputy that was
23 here this morning, Deputy Ramsey, is an example of the is
24 not -- he is the highest ranking black deputy

1 superintendent in our department, but he comes by his
2 rank, also Deputy Superintendent Wiggins who is also
3 African American, they come by a youth program. I think
4 the question came up earlier what programs are for youths.
5 Both deputies who are African American and myself, as I
6 say I have 27 years, we started out with a youth program.
7 The youth program that we started out with was the police
8 cadets. I became a police cadet at the age of 18. So,
9 yes, those programs existed and helped funnel us into the
10 police department. The police department now is starting
11 to take -- I call it going back to the '50s because since
12 the indictment of officer in Austin we're going to go
13 around and raise the age limit to 23. Now I can tell you
14 right now if I had to wait until I was 23 to become a
15 policeman, I'd probably be in jail and selling drugs.
16 It's a fine line in the African American community because
17 of jobs. When you raise the age limit to 23 for no
18 particular reason. At 21 you can drink, at 17 I joined
19 Marine Corp, at 17. I can't understand if someone comes
20 out of college at the age of 21, why is it that they're
21 going to have to wait until 23? What this is going to do?
22 We already don't have enough African American males and
23 females in the ranks of the police department. What this
24 is going to do? We're going to lose a certain percentage

1 between their 21st and 23rd years of age when they come
2 on. They're not going to come on, they're going to go
3 into other jobs. They're going to get arrested now.
4 We're fixing ourselves so we have an isolated situation in
5 our rank system, in our management system of professionals.
6 We don't have female African Americans. We don't have
7 male African Americans. We don't have Hispanics because
8 they take an opportunity to go someplace else and we're
9 already as we see it our last promotional exam I sued the
10 police department twice in the last eight years, both on
11 promotional exams. Just recently last year, the last
12 lieutenants promoted, there was only one African American
13 out of 36. Out of 75 Sergeants that were promoted, there
14 were only ten that was African Americans; four males and
15 six females. The class before that of lieutenants, there
16 was only one African American in that class, I'm sorry,
17 two out of 36. So, you're looking at a rank and from that
18 rank is where the rank that you saw this morning. Those
19 people are represented from that rank. So you're looking
20 at a rank that eventually in the next five years will be
21 all white, and all possibly male except for an exclusion
22 of some females. And with that comes the attitude of
23 arrogance and elitism.

24 The biggest problem I have with the

1 police problem is arrogance that is exhibited by probably
2 the upper ranks towards perhaps African Americans as well
3 as just to the public in general that comes from the fact
4 that there's not a mix, as your panel is made up of a mix.
5 You respect each other because you interact. If you don't
6 have a management team that is interacting and is
7 reflective of the community, they don't respect the
8 particular ethnic group that is not represented. They
9 begin to think that ethnic group doesn't have a valid
10 opinion about what takes place in the neighborhood or what
11 goes on or has some input into that information. So CAPS
12 I don't think will work down the line in the five years or
13 three years as we keep pushing it. It won't work down the
14 line unless we truly effectively change our ranking system
15 so that we have blacks and Hispanics and females
16 represented across the board in that system.

17 One point was made earlier about buildings and
18 vacant lots. I got interviewed a year ago by a gentleman
19 from England who came here to write a book about why
20 African Americans don't do well in police departments
21 across the country. He had written books already, he was
22 doing another one on promotions. he was telling me what a
23 great city -- he hadn't been on the west side, he hadn't
24 been on the south side. I said there's a different

1 society. We are truly at Kerner commission says in 1968,
2 we are two separate societies. Truly we've gotten there.
3 Reverend Smith, your church at 57th Street, the vacant
4 lots have been there for the last 10, 15 years. My guest
5 said he had seen no city like this. My invitation also
6 extends to you, not particularly through me, but on your
7 own if you don't have time to call me, I said take a ride
8 out to different sections of the city and I'll show you.
9 At 5:00 o'clock he called me, we rode from 5:00 to 10:00
10 that night. I took him straight out Madison all the way to
11 Oak Park, up and down back roads, we went back Lake Street
12 all the way to 111th Street. he said take me to your
13 house, I needs a drink. These are two different cities. I
14 didn't realize it. He stayed down at the University of
15 Illinois area and that is the same system that takes place
16 in this city with the police departments. there are truly
17 two different police departments in a department. the
18 police departments of service that takes place in the Loop
19 and the central areas and the high crime -- low crime area
20 where there is service, it's service and the police
21 department that takes place in the lower income
22 neighborhoods and socially deprived neighborhoods. It's
23 not service, it's more of a policing state and that is the
24 attitude. FOP, you will hear Bill Nolan this afternoon,

1 Bill Nolan I should say FOP and it's membership, it's
 2 board of directors have not taken an effective effort to
 3 if -- not affirmative action, I don't like to call it
 4 affirmative action, I'd like to call it cultural
 5 diversity. They have not taken a pro stance. They've
 6 taken a stand together against cultural diversity, but
 7 they haven't given us any alternative and I think any time
 8 you have, and I've worked in labor affairs and they come
 9 up with all kind of creative ideas for overtime for
 10 officers to do anything but they have not taken a creative
 11 stand on how to become culturally diversified on this
 12 department and I think since they represent the entire
 13 patrol rank. They need to take a creative stand an
 14 affirmative stance on that affirmative action. That's
 15 about it I think. any questions.

16 MS. HILL: It was something because I think
 17 this is important too in terms of promotional tests. What
 18 has just happened with the last promotional exam based on
 19 the four previous exams over the last 25 years is on the
 20 average it takes African Americans somewhere between 10 to
 21 15 years to be promoted from the rank of police officer to
 22 Sergeant. On the average white officers are promoted
 23 somewhere between two and five years. What is happened is
 24 you have a younger white supervisory personnel who are

1 going to be on the job longer than the African Americans
2 who will only be in the rank of Sergeant and probably will
3 retire out of that rank. So what we've averaged out is
4 approximately 30 years now where you will, for the next 30
5 years you will see exactly what Vance is talking about,
6 that this department is going to become top heavy, more
7 white and male and lower ranking for those who enter now.
8 we've also noticed that the attrition rate on the bottom
9 level, on the entry level exams on the average most of the
10 home rooms are about 32 people in the home room. We've
11 observed and you have on the average maybe 8 home rooms
12 per class. We've observed when they enter into the home
13 room or enter into the police department you may have
14 three male blacks per home room, but by that year is out
15 when it comes time for graduation, you're lucky to have
16 one in each home room. Something happens in that year.
17 Now, based on the complaints that we're getting, they are
18 eliminated for every kind of reason. We find that there's
19 a problem with these state exams. I have to take the
20 state exam to meet the state qualifications of the Chicago
21 Police Department and the state, if you don't pass the
22 state exam, you never get a score, you never get an
23 explanation except you failed and you get two other
24 chances to pass. so you get three total. But now what is

1 happening, people are getting letters that say they passed
2 exam -- these African Americans -- and then they get a
3 follow up letter saying that was a mistake and you failed
4 the exam. And we have at least five incidents like that.

5 So there's all these things that
6 contribute to the lack of African Americans and Hispanics
7 coming on this job. So we're being attacked on the front
8 end, and on the back. You don't get promoted, you don't
9 get on the job. Ultimately you're going to have a city
10 that is predominantly non white and a police that is
11 predominantly white, ultimately, and we don't think that
12 that is by mistake. Now that's just our opinion, but it's
13 not even an accident over a period of 20 years. It can't
14 be an accident once or twice, maybe a fluke and there were
15 just too many again unanswered questions about the
16 promotion exam. We were able to determine through City
17 Council hearings that there is a question of 800 test
18 booklets that were missing by the admission of Arthur
19 Andersen when they received the test. However, it was
20 never investigated by the City Council. Now, we don't
21 want to imply conspiracy, but we're saying that there are
22 clear questions. We called the Justice Department, we
23 had them investigate the matter. And so when you have an
24 African American community that distrusts the police

1 level, then you have hearings on the city level nothing
2 happens, then you bring in the feds and nothing happens,
3 you're really beginning to develop an entire population or
4 race of people that can justify why they should not trust
5 the government, period. That's dangerous, that's very
6 dangerous. So we're asking whatever this body can do and
7 besides publish it, influence it. We are really getting
8 into a situation where that, you know, there would be
9 revolts, there would be disruption. There will be clear
10 violation of ignoring of all the rules and regulations and
11 so I think it's very serious that, you know, we do
12 whatever we can to attempt to make this as clear as
13 possible, we need to stop it. We need to acknowledge
14 what's going on and we need to admit and convince the
15 public that we're going to correct it. So that's
16 basically why we're here.

17 MR. KIMBER: Keep in mind CAPS doesn't
18 address the root problem of the cause of the crime.
19 When you read the CAPS manual or nothing about CAPS, it
20 doesn't address the root problem. It's a triangle that
21 focuses on the crime, the location, and the victim, the
22 location and the offender, but it doesn't address the root
23 problem. That is not the purpose of CAPS and I don't
24 think that you can address crime without addressing the

1 root problem. What CAPS has done, it has put the
2 responsibility of taking care of the crime conditions on a
3 certain beat to that officer. Now, whether that's good or
4 bad remains to be seen. We still are in the testing
5 stage, but what I think needs to take place is that the
6 commander, the superintendent, the deputy also have that
7 responsibility and I think what CAPS has done in a sense
8 has moved it down. If you take, for example, an auto
9 manufacturer has moved it down to the line man that is
10 building the automobile and saying he's responsible for
11 the missing lug or the missing door on the car. But the
12 ultimate responsibility lies with that manager for that
13 plant and he's the one that needs to come out and talk to
14 the series of people about what takes place. The same
15 thing in the police department. We need, I think what
16 the community needs, which was evident in Austin when the
17 incident went down with the tact officers, before the
18 police superintendent and the mayor went out, we need the
19 upper ranks of the police department to come out and be
20 seen by the public so they can say to the deputies, here's
21 what we are, our problems. What are you actually doing?
22 What is your allocation? How are you assigning police
23 officers and what is their responsibility to us as a
24 public?

1 CHAIRMAN MATHEWSON: Okay, questions? Janie
2 Khoury?

3 MS. KHOURY: Yes. A question in regard to
4 the promotion process. A couple of years back the police
5 department had tests geared towards African Americans and
6 Hispanics and seemed to get a low score across the board I
7 guess and then they spent millions of dollars doing it and
8 then they had another test to come out so that it would be
9 a higher success rate and I mean can you respond to that?

10 MR. KIMBER: She's talking about the test in
11 New York.

12 MS. KHOURY: No, it was in Chicago.

13 MS. HILL: We had no test that was clearly
14 geared towards any minority group. As a matter of fact,
15 the police department is under a court decree where the
16 test cannot show adverse impact. It cannot demonstrate,
17 it can't do that. These tests clearly did that and of
18 course the response from the mayor was we didn't study
19 hard enough. What I'm saying, I'm not familiar with what
20 test you're talking about.

21 MS. KHOURY: It was '94, '95.

22 MS. HILL: That was our last promotional
23 exam. That was not the intent of these test. What they
24 said the test had to be taken out of the city, had to be

1 developed out of the city. It was developed out of the
2 city, except that there were members of the department who
3 went back and forth to Akron to look at the test and
4 that's all in the transcript of hearing. So it just meant
5 geographically out of the city. It was still influenced
6 by the city. That's what came out of the blue ribbon
7 commission, at least that's one of the recommendations
8 that the city took out of the blue ribbon commission to
9 do. There were a series of recommendations, but one was
10 it had to be done by outside developers and so it was done
11 by an outside developer.

12 MR. KIMBER: And we probably got the worse
13 test scores-- not the worse not test scores, but we
14 probably got fewer blacks promoted on this round of
15 promotions than before.

16 MS. KHOURY: That's what I said. they were
17 saying the scores were low and we had to rework it and
18 have another test scores--

19 MR. KIMBER: They tried to do a merit
20 promotion after they found out they didn't get enough
21 Hispanics and blacks and they did a merit promotion after
22 the fact and the court said you can't do it after the
23 fact, you must be informed before the fact what the
24 criteria and parameters are.

1 MS. KHOURY: What you're saying is this test
2 was not for promotion?

3 MR. KIMBER: It was for promotion, but it had
4 probably a greater impact on us than the previous test. As
5 I said, the numbers you can bear out by the numbers the
6 last 36 lieutenants, one was black and the time before
7 that it was 38 lieutenants, I think it was, and two were
8 black.

9 MS. KHOURY: What are you saying? Is the
10 cause of that -- why you think that that is?

11 MS. HILL: We attribute it to several things.
12 One, as I say, we attribute to the most blatant one was
13 that there were 800 tests missing before the test and in
14 any institution, university, if the tests are missing, the
15 test is killed, you just don't give the test. Secondly,
16 there were study groups wherefore some strange reason
17 Deputy Robert's study group, all the majority of his
18 people fared better than anybody else in any of the study
19 groups. There were about maybe oh 40 study groups
20 throughout the city. His study groups were closed, they
21 were not open to everybody.

22 MR. KIMBER: Invitation only.

23 MS. HILL: Right. They were closed. So at
24 an invitation only study group and your group fares better

1 than all the other study groups in the city, there's
2 something strange about that and then not only that, you
3 get promoted to the head of the training division where
4 you can have access to everything. Now there was an
5 article in the paper, he admitted -- that goes all over
6 the country talking about testing as a professor at Lewis
7 University. That's a conflict. My point is there were
8 so many things that contributed to it and I guess that was
9 why the City Council just gave up the investigation
10 because there -- we weren't able to produce one thing that
11 says that was it. But in my opinion, 800 missing test is
12 significant. So we're relying on that and there is no
13 investigation at this point. The head of the Police and
14 Fire Committee, Alderman Beavers, he didn't adjourn the
15 hearing, he said it would be postponed to the call of the
16 Chair and so I guess the Chair hasn't called it for two
17 years. I don't know when he's going to call it.

18 CHAIRMAN MATHEWSON: Rosemary Bombella?

19 MS. BOMBELLA: No questions.

20 CHAIRMAN MATHEWSON: Dorris Roberts?

21 MR. ROBERTS: I have one question
22 regarding the community policing and the drug situation.
23 We see what is ascribed or alleged drug activity; the
24 individuals standing on the streets when the normal or

1 regular patrol passes by or goes by. They don't do
2 anything about it and you can wait maybe 20, 25 minutes
3 and along comes an unmarked car task force.

4 MR. KIMBER: Tact car.

5 MR. ROBERTS: Now the squad car is not
6 allowed to do anything, is that the situation or --

7 MS. HILL: No, that's not the situation.
8 First of all, the way the drug sale goes, they have look
9 outs. They will whistle, they do all kinds of things to
10 let people know here comes this blue and white car down
11 the street. So we're very conspicuous; number one, by
12 the time, even with the keenest person, I think he can
13 pretty much say that this is going on in this house all
14 right. However, if at that time that I approached that
15 house or that area and nothing's going on, I can
16 investigate as far as I can, but they're clever, they
17 don't want to get caught. So by the time I've approached,
18 everybody been warned, everything is in order, you know,
19 like what's up officer? But that's why you have the
20 covert cars. So we leave, business resumes and that's why
21 the tactical cars are very important. They are in a
22 better position to blend in and to possibly catch them off
23 guard.

24 MR. ROBERTS: That's my point. Several times

1 the tact officers have been white in an all black
2 community.

3 MS. HILL: That's our point, too.

4 MR. KIMBER: As she said earlier, the
5 majority of tact cars are white. I think the perception
6 of the public when they see the car riding by that's blue
7 and white with the white and the drug sales that go on,
8 the public thinks the police aren't interested. I think
9 that's the problem with that scenario. The public really
10 believes that the officer in the car isn't interested and
11 I think I consider myself a different generation of police
12 officer. I have 27 years, so I'm almost near retirement
13 and I think the generation of police officer that we have
14 now sometimes isn't interested. Policemen now take the
15 job as a job. This isn't a job to me, this is my career.
16 So, this is a difference. So therefore, the neighborhood
17 when I police, when I did police neighborhoods, I took
18 that not as my 9 to 5 jobs, but I took that as my
19 community. But that goes to leadership. That goes
20 strictly to leadership. Because if leadership says -- I
21 came up under Commander Hoven would be Bob Larness a long
22 time ago. You probably know so that attitude and that
23 comes from being able to have African Americans and
24 females and blacks with that attitude and they pass it down

1 to your management team, pass it down to your workers and
2 that is that refers to that CAPS motto of actually hands
3 on attitude.

4 CHAIRMAN MATHEWSON: Hugh Schwartzberg?

5 MR. SCHWARTZBERG: I've got a bunch of little
6 questions. First is, of course, we're grateful to have
7 you back here. Has there ever been a problem of reprisal
8 to testimony such as you gave here last time or to the
9 lawsuits which either of you have been involved with?
10 That's the first question. The second question, it was
11 reported that African American police officers were not
12 sitting in on preparation programs because they thought
13 that the test was loaded against them. If that is true,
14 how does one change it and how does one get adequate pre
15 test preparation? Third, are there specific things that
16 you can suggest as techniques to achieve diversity that
17 may stand up in court that are not being used? And next,
18 you've talked about police system that would serve the
19 community. What are some examples of service beyond
20 tearing down buildings that are bad and the like in the
21 communities? And finally it has been suggested that
22 pulling officers who may be involved in drug cases or
23 other current emergency items off to Taste of Chicago or
24 the lake has been detrimental to working on gang banging

1 and drugs. Is that claim correct?

2 MS. HILL: Question number 1,
3 reprisals, right?

4 MR. SCHWARTZBERG: Right.

5 MS. HILL: Well, the first time we were here I
6 wasn't here, but a member of our board was here, Barbara
7 Pillows, and we have not -- she has not received nor have
8 I received reprisals from being here. We've received --
9 been on the brunt end of reprisals since we have become
10 active in this organization and that's been consistent.
11 How are they done? Well, you have a good old boy system
12 and everybody just faces the wall. Because in point prior
13 to working in the 2nd district where I am now which is
14 51st and Wentworth, I worked in the 7th district which is
15 Englewood, volunteered to go to Englewood because of CAPS.
16 They were recruiting officers. I was the only officer in
17 the city that volunteered to go to Englewood. I guess
18 nobody wanted to go to Englewood and I was there hopefully
19 to assist. We really went there to monitor. We went
20 there to help. We went there to adopt Englewood. We
21 went there to see if they would employ any of the tactics
22 that they didn't ask us about that were agreed upon in
23 Houston. Of course they weren't. The point that I'm
24 making is we're also constantly critical of things that

1 the department does that we feel is not in the best
2 interest of African American police officers and the
3 community. In one such occasion we were speaking out
4 about the promotional exams and some other things and I
5 was directly confronted by a Sergeant of the police in
6 Englewood about that, you know, why are you talking about
7 the department as if to say I'm not living in America.
8 It's not a free country. And I explained that to him. I
9 then received a request from my commander to see him who
10 at the time was Ronnie Watson who is now in Cambridge,
11 Massachusetts. And he knows our role and I basically
12 informed him that that was a violation on the part of the
13 sergeant to do this and I would hope that you would tell
14 him to stop. Well, okay, no longer was there a direct
15 thing on that, but I wear an onk in my ear which is an
16 Egyptian hieroglyphic, been wearing it for years. He made
17 a case of that. Eventually I had to sue the police
18 department and it was something I had been wearing prior
19 to being there. And so there's been little things;
20 watching your license plate, little cracks on the license
21 plate, just harassment. And so things have occurred and
22 they've always occurred, but since the organization has
23 been formed by Renault Robinson, as you know. So that's
24 an ongoing thing with the police department and our

1 organizations, but not specifically from testifying here.

2 MR. SCHWARTZBERG: The second was encouraging
3 test preparation activities.

4 MS. HILL: I think maybe when I was saying
5 that there were testing groups, the police -- African
6 American Police League has always had study groups and we
7 have people who were very proficient and as a matter of
8 fact people have come back and said you have really helped
9 me and I saw a lot of the things on the test that you gave
10 us in the study group. That really helped me. Many of my
11 people very confident after they took the test. That's
12 why it was such a shock that they didn't fare well. How
13 do we help? We feel -- our belief is that we study for
14 the test again where others are studying the test. So,
15 there's an advantage. I don't care how hard I study for
16 something if somebody's got it, they're going to do
17 better.

18 MR. SCHWARTZBERG: Specific suggestions on
19 items that we can use to get diversity to move past
20 federal tests that aren't being used now?

21 MS. HILL: I think Vance can answer that one
22 better than I can.

23 MR. KIMBER: Your first two on reprimand I
24 guess up under the civil rights era. So in the

1 organization they're always going to do and they have to
2 me organization. They've done things, nothing in
3 particular that I would consider. I look at it as a game
4 of basketball. If I score 2 points, surely they're going
5 to try to score 2 points back on me. So it's nothing
6 that bothers me on the testing. Atlanta did a real good
7 test about diversity. We should have looked at that
8 model. We spent a lot of money on our testing. We spent
9 \$5 million on the last consulting firm. We're going to
10 give another promotional exam. So we spend a lot of
11 money, as Pat said earlier, they never came to any of the
12 black organizations to ask about testing diversity. How
13 can we diversify the department? The union rule still
14 restricts some of the diversification where you want to
15 put certain people in, but not always. The Department is
16 creative in some instances and not in others. I think to
17 diversify goes to the management of the Department. It
18 goes strictly to the top and I think if management wants
19 to diversify, they can. For Ambassador problem, any type
20 of program CAPS, training program, they can diversify.
21 What happened? It seems to me it's a mood across the
22 country, especially I belong to a lot of groups. I belong
23 to Holy Angels Stewardship, I'm in a lot of different
24 organizations, high school groups and I find talking

1 across the country, rock, IBM, U.S. Postal Service, every
2 organization that I talk to, it seems that African
3 American males is a threat and what appears to happen is
4 that when groups are chosen, able to choose an African
5 American male, especially one that looks like an African
6 American male group and organizations choose not to;
7 Texaco, the list is endless in this country with that
8 situation and I think the dream to diversify it needs to
9 really set it's sights on that's what I really want to do
10 and once the Department makes it's mind up that that's
11 what it really wants to do it with. Service. The
12 difference between the service is the attitude, it's
13 strictly the attitude and that ties in with when you walk
14 into the police station downtown it's yes, sir, what can
15 we do for you immediately whereas customer service to me
16 if I walk in, if I don't have on a shirt and tie, the
17 attitude is stand there for 15 to 20 minutes and we'll get
18 to you in a minute. So it goes towards customer service,
19 attitude towards that customer. The belief maybe you are
20 a paying customer and you don't have any credit at all so
21 we're going to make you wait. And I believe it's
22 leadership. I don't blame the patrol officer. I believe
23 it's blame at the leadership rank. Management is
24 responsible for that making those changes needed to come

1 out and say, you know, why is that gentleman waiting and
2 why is he not waiting? So that goes toward the service
3 attitude and service. The last one?

4 MR. SCHWARTZBERG: Diversion to Taste of
5 Chicago.

6 MR. KIMBER: I believe the department took
7 different tact teams and assigned it to the Taste. I
8 forget the procedure we used last year. It was a little
9 bit different last year than the previous Taste of Chicago
10 so to avoid draining from each district. Any time I think
11 you have an event, something like that in the city, it
12 going to take away from crime protection in the
13 neighborhoods. You just can't get away from it. I don't
14 care whatever anyone's -- and I think the statistics might
15 show that crime didn't go up and go down. I don't know,
16 the department hasn't given you any statistics today to
17 say during the Taste of Chicago we had more homicides,
18 more rapes, more robberies, those kind of statistics will
19 bear out what actually took place.

20 MS. HILL: He alluded to the Atlanta test.
21 The thing that made that so effective, in our opinion,
22 there was a city ordinance passed that stated that certain
23 results basically had to come out of the test. So it was
24 law. It was simply law and it was I think what the

1 Justice Department said in terms of adverse impact. What
2 they did was brought it down to a local level and so what
3 they did was they contracted consultants that helped to
4 develop the test to ensure that that test fell within the
5 confines of the law and I think that helped.

6 We received a recommendation from some
7 citizens in a meeting that we held two weeks ago about how
8 to assist. He's a very active individual, he gave us a
9 formula and I'm going to see if I can repeat it, it made a
10 lot of sense. Okay, the mayor says there are 23,000
11 officers in the City of Chicago. We know that all 23,000
12 are not on the street. There are 50 wards, political
13 wards in the City of Chicago. There are I think 50
14 precincts per ward. He took the 23,000, divided them into
15 the precincts and said that it should be recommended that
16 there be an equal number of officers residing in so many
17 precincts in each ward and that would then -- of course
18 we're not talking about crossing over anybody's
19 constitutional rights -- so it will be suggested. That
20 will then give the visitor and the accessibility for the
21 community to have their police officer because there was a
22 study that was revealed in the SunTimes that where police
23 officers do live crime is lower and they listed all the
24 districts, and unfortunately our district, the 2nd

1 district has the least American of officers residing in
2 that district. I happen to live in it now. And where
3 unfortunately African American police officers live they
4 are anonymous and it probably has to do with the fact that
5 they are not as encouraged about what's going on within
6 the police department. But the formula was passed onto a
7 group of citizens and they pretty much theoretically,
8 idealistically thought it would help from where they sat
9 and the public, how the police officer sit, I don't know,
10 but I thought it was a good formula. That really is only
11 what 30 officers per district and that's not bad, not bad
12 per ward.

13 CHAIRMAN MATHEWSON: Faye Lyon?

14 MS. GRANEMANN: I pass.

15 CHAIRMAN MATHEWSON: Ken Smith?

16 MR. SMITH: No.

17 CHAIRMAN MATHEWSON: Tom Pugh?

18 MR. PUGH: You gave a statistic of 23 percent
19 black, the deputy chief said 26.8 or something like that.
20 Has there been an increase, a significant increase in the
21 black composition on the department in the past two years?

22 MS. HILL: Increase?

23 MR. PUGH: In the past two years has there
24 been a significant increase in employing blacks on the

1 department?

2 MS. HILL: No, no. Prior to the 23,000 that
3 they say are on the Department now, we were at 12,500, so
4 maybe that's how they got -- I don't see how they got 26
5 percent. When the African American Police League sued
6 the police department in 1971, we were at 26 percent, then
7 we were the highest and from '71 to '95 we lost three
8 percent, from all the information that we were getting
9 from the police department. So there hasn't been an
10 increase, there's been a decrease.

11 MR. KIMBER: And we were just in federal court
12 last year based on our statistic from his rank, the rank
13 that he is in now, the lieutenant's rank, there would be
14 no lieutenant that would be African American in the next
15 four to five years due to retirement and such. So I
16 can't see how there's been any increase at all.

17 MR. PUGH: Right along the same point, they
18 said through your testimony today was that previously 91
19 percent of the detective ranks were white, now it's only
20 83 percent white, that's a switch at about three years,
21 unbelief?

22 MR. KIMBER: That switch is due to the fact
23 that we just did a promotion of detectives within the last
24 year and we used a merit promotion system in the detective

1 division also. So that switch has only come about in the
2 last I would say in the last year, year and a half. Those
3 numbers are exactly right.

4 MR. PUGH: They're right? Okay, thank you.

5 CHAIRMAN MATHEWSON: Connie Peters?

6 MS. PETERS: No.

7 CHAIRMAN MATHEWSON: Jae Choi?

8 MS. CHOI: Not at this time.

9 CHAIRMAN MATHEWSON: Thank you both very much
10 for coming. Thank you.

11 We will break for lunch and let's all strictly
12 observe our diets and be back here in 45 minutes. We've
13 got to get back on schedule, 45 minutes, please.

14 (AFTER LUNCHEON RECESS)

15 CHAIRMAN MATHEWSON: This a continuation of
16 the hearing that began this morning regarding the
17 committee's report four years ago on police protection of
18 the African American Community in Chicago.

19 Our guest is William Nolan, so would
20 you please identify yourself and your affiliation, for the
21 record?

22 WILLIAM NOLAN

23 FRATERNAL ORDER OF POLICE

24 I'm Bill Nolan, President of the

1 Fraternal Order of Police, City of Chicago. Also an
2 active police officer in the City of Chicago.

3 CHAIRMAN MATHEWSON: We welcome your
4 statement. Do you intend to read that?

5 MR. NOLAN: Yes, I'll read that into the
6 record.

7 Ladies and gentlemen of the Illinois
8 Advisory Committee to the United States Commission on
9 Civil rights. First of all, thank you for the opportunity
10 to appear before you on the subject that, although I don't
11 claim to be an expert on, but I feel after some 38 years
12 of service to the City of Chicago as a proud member of the
13 Chicago Police Department, I can perhaps give you some
14 insight to the problem or the perceived problem of police
15 protection of the African American Community in Chicago.
16 How ironic that this Committee is meeting at this time
17 when we are just having the type of incident that gives
18 rise to the anger and perhaps the isolation that the
19 African American Community feeling over the savage,
20 unprovoked and totally senseless beating of a young 13
21 year old African American youth. Why, we may never know.
22 Many people assume it was because of race, but for
23 whatever reason, it certainly cannot and will not be
24 tolerated.

1 As police officers, our first
2 concern is protection of life and property of everyone
3 without regard to race, religion or ethnic background. I
4 have never heard of any police officer who would receive a
5 call for help who would first stop and inquire about the
6 caller's race or nationality before responding. While I
7 am sure this committee will be hearing from a lot of
8 different groups with different opinions and a lot of
9 leaders of the African American Community, I would hope
10 that all testimony would be truthful and not be biased one
11 way or another. For anyone to tell this Committee or to
12 tell anyone in their own communities that racial or ethnic
13 composition is a factor in assigning police protection is
14 either unaware of the facts or is doing a great disservice
15 to the police officer assigned to their communities.

16 We have seen a large increase over the
17 last few years in the amount of African Americans coming
18 on the Chicago Police Department, but due to large
19 diversity of our city, African Americans today make up
20 only 25 percent of the Chicago Police Department. The
21 Fraternal Order of Police has supported the increase of
22 minority hiring and will continue to do so in the future.
23 While we have been accused in the past of hindering such
24 efforts, these accusations are completely untrue. It is

1 true that the Fraternal Order of Police has gone into
2 court on many occasions to stop the city from unfair and
3 unjust methods of promotions from the rank of police
4 officer to the rank of sergeant and we will continue to do
5 so if the city does not come up with a fair and equitable
6 test for everyone.

7 All of this however does not address
8 the perceived problem of certain communities getting less
9 or more protection from the Chicago police officers I
10 represent. We resent the suggestion that Chicago police
11 officers pick and choose who and when they wish to serve
12 and protect. This Department is by far one of the best in
13 the country, if not in the world. Name any profession in
14 our society and you will find misconduct and those who
15 have betrayed the trust that has been placed upon them,
16 the law enforcement profession is no different except for
17 perhaps that the public and even we ourselves hold us to a
18 higher standard. Of course we have had our challenges.
19 We've had the occasion of mistrust of our officer, some of
20 it justified, most of it not. Even in the darkest days
21 the vast majority and I mean the very vast majority of our
22 men and women on the Police Department, on this
23 Department, they rise to the occasion and honor the star
24 they wear so proudly.

1 I hope I have been able to give you
2 just a small insight into our police department and it's
3 13,000 plus members and I would hope that you can be
4 assured that whenever anyone needs police protection that
5 officer will respond quickly, treat you courteously and be
6 sympathetic to your problem no matter who you are or where
7 you live in this great City of ours.

8 And I would like to state that as a
9 member of the Department for over 38 years I can say
10 perhaps firsthand that I have never been under the
11 impression that our Department picks and chooses who they
12 choose to serve and protect and it's something that has
13 been brought out in the past and I can see no basis, no
14 evidence of that in any way. We do have a diversity in
15 the amount of people assigned to districts, but in some of
16 these statistics that you have been given or you have read
17 in the past, a lot of that has been based mainly on the
18 amount of crimes reported versus the amount of police
19 assigned to that particular district. So, if for example,
20 you have a district where there are crimes being reported
21 hour after hour and day after day, they will have more
22 crimes in that district. In another district they may not
23 have calls for maybe periods of time, yet they have the
24 same amount of police officers. So to say that the amount

1 of police officers assigned to the district would be in
2 accordance with the amount of crimes being perpetrated in
3 that district would be fantastic. It would be utopia
4 if we could. Say we could put a squad car in every
5 district of the city, but that is virtually impossible and
6 it cannot be done and we do the best we can with what
7 little we have at this time. We are under manned. The
8 Chicago Police Department is short. I would love to see
9 another 2,000 to 5,000 extra police officers on this
10 department, we could use them. They wouldn't be tripping
11 over one another. There's enough to go around, believe
12 me. So, we would hope that whatever this Committee could
13 do to ensure that perhaps our Department, our city fathers
14 and people that are in the decision-making policies would
15 be able to do something to increase the amount of police
16 officers we have in the City of Chicago.

17 I'd be glad to answer any questions
18 that you may have.

19 CHAIRMAN MATHEWSON: Can you help us focus a
20 little bit better on our conclusions and recommendations
21 of this report from 1993 in which I know you are familiar
22 with and the basic finding of this Committee at that time
23 was that police numbers assigned to black communities in
24 high crime communities was not in proportion to those

1 needs as demonstrated by the incidents of crime. In other
2 words, that non black communities were getting more, at
3 least more numerous police officers assigned than the
4 black communities were and what we were wondering is that
5 still true? Can you help us on that?

6 MR. NOLAN: It's kinds of hard. You have to
7 look at -- let's take, for example, the second district
8 where we have you're familiar that's on the south side
9 where you have numerous high rise projects over there.
10 There is a lot of people -- there are a lot of the people
11 there that are all condensed in one area then you go to
12 the far southwest side or the far northwest side where you
13 do not have the high residents, but you have people spread
14 out over a bigger area. Now, it's difficult to have the
15 same police patrolling in an area where it takes maybe
16 from one block to another you may handle five calls where
17 you go to another district, you may go a little or more
18 before you have to handle one call and it's kind of a
19 difficult thing to assess. We don't know when the crime
20 is going to be committed, so in order to have people out
21 there, police officers out there who would be able to do
22 the job, you would need an increase in the amount. But if
23 you had four cars, five cars or ten cars parked -- let's
24 say on Street State from 31st to 35th wouldn't do any

1 good, you're still going to get the same amount of crimes
2 reported and just the presence of the police cars on the
3 street is not going to prevent, the car, it will prevent
4 some of the crimes from happening, but the outside crime,
5 the ones that the assaults, the homicides, the rapes most
6 of those are carried on indoors so the presence of the
7 squad car out in the street is not going to do a whole lot
8 to prevent that type of an incident. But if you go up on
9 the far north side and you can take for example in the
10 15th district just roughly off the top of my head, they
11 have one car, one beat car that goes from the area of
12 Lawrence Avenue all the way north to the city limits and
13 from perhaps from about Kedzie all the way west to Cicero,
14 one car is assigned to that beat. That's one beat, I
15 believe it's 17, 17, that's one car. Wherein another
16 district you'll have that whole area that I described
17 maybe cut up. You'll have ten, fifteen, squad cars
18 patrolling an area the same size. So they do use the
19 amount of crimes reported and I don't know if that's a
20 fair way to do it. I don't know if that's a fair way to
21 assign squad cars, send them over here because there's
22 more crimes being reported. Don't send so many up here
23 because there isn't any crimes being reported. But are
24 those people to be denied the same type of protection?

1 They have the same right to have protection. Maybe 2there
2 isn't any crimes committed in their neighborhood, but they
3 have the same right to have squad cars going up and down
4 their streets as they do in any other neighborhood.

5 So, it's kind of difficult to say that
6 for the amount of crimes reported should govern the amount
7 of cars assigned to the particular area. It would be
8 nice, like I say, it would be utopia to have a squad car
9 in every block, but it's just physically and very
10 financially impossible the way the city is right now.

11 CHAIRMAN MATHEWSON: Okay, questions, Connie
12 Peters?

13 MS. PETERS: I have a very basic question. Do
14 statistics show you that the crimes reported and the
15 crimes committed are exactly the same?

16 NR. NOLAN: Oh, no, no, they're quite
17 different. Crimes reported and the crimes committed,
18 you're saying?

19 MS. PETERS: Yes, sir.

20 MR. NOLAN: No. You see it all depends on
21 the statistics. You'll get somebody, let's say you come
22 home this afternoon your house has been burglarized and
23 you holler, I've been robbed, I have been robbed. Robbery
24 is a different crime than a burglary. Robbery is a

1 violent type crime. If a robbery call came out over the
2 air, it's a sense of urgency and you'll get people who are
3 going to respond. Burglary is a different --

4 MS. PETERS: My call would be a crime that
5 had been committed.

6 MR. NOLAN: That's correct.

7 MS. PETERS: Because I don't report it at the
8 time?

9 MR. NOLAN: Yes and no. What you're saying
10 is when you report, you say you've been robbed, the police
11 dispatcher and the police officer are assuming this
12 happened right now and they will get there as quickly as
13 possible. Once they get there, they find out now I left
14 the house at 9 o'clock this morning, I came home and the
15 house has been robbed. Actually they've been burglarized
16 and that's a big gap in between, that is not a violent
17 type crime where it would necessitate an emergency
18 response and we should have them. And I don't want to
19 bring up another subject of, you know, turning up a
20 subject that maybe shouldn't be at this thing here, at
21 this committee hearing. But we have problems right now
22 with our response time, through no fault of the police
23 officers. This is the communication center we have, 911.
24 That's a whole different bucket of worms and that is not

1 working the way it should be. That is my personal opinion
2 as well as the numerous, numerous police officers that
3 attend our meetings, call our office complaining about it
4 and when we have people that call the police and the
5 police officer gets there as fast as he can. Sometimes he
6 breaks his neck going from one end of the district to
7 another and when he gets there, the citizen says I made
8 this call two hours ago, three hours ago. Then the
9 policeman has to incur the rath of that irate citizen, not
10 realizing that policeman just got that call not more than
11 five minutes ago and he thinks he's getting there as fast
12 as he can, but it's due to the lack of the system or the
13 computer system that they're having right now in the 911
14 center.

15 MS. PETERS: I understand that's being
16 addressed.

17 MR. NOLAN: We hope so.

18 MS. PETERS: I guess the reason I asked you the
19 question was because I was concerned that there may be
20 some sections of the City of Chicago where citizens feel
21 their call may not be answered because they recognize the
22 fact there aren't a lot of police in the area and I guess
23 that was my real question.

24 MR. NOLAN: It's a legitimate complaint because

1 you go into an area on the west side or on the far south
2 side where there's a constant calling for help, the
3 police, there's only so many, of them out there and if
4 every single officer working let's say on the 3rd watch
5 from 3:00 o'clock in the afternoon to 11:00 at night is
6 tied up on a call, and then the other person calls,
7 there's nobody left, you cannot call from another district
8 to have them come in and handle something, that's
9 something that isn't done. Maybe in extreme emergencies
10 they will come in to help, but the actual taking of
11 reports is done by the district in which the complaint
12 comes in. If the complaint is made by a citizen of the
13 2nd district, a police officer from the 3rd or 4th
14 district would not be taking it unless the supervisor says
15 they're so short you go in there and you help out, that
16 can be done. But for the most part, it's not done. So
17 yes there would be a big gap in somebody calling for
18 police, but yet what we try to tell and what the officers
19 in your garage is burglarized or if your home is
20 burglarized or the windows of your business is broken and
21 if an officer is on their way to handle the call and you
22 call in an assault or a rape in progress or a robbery in
23 progress, they will drop that first call because it's not
24 an essential emergency call and they will go to the other

1 call first and that is something that we always do.

2 MS. PETERS: Thank you.

3 CHAIRMAN MATHEWSON: Tom Pugh.

4 MR. PUGH: How many members of your
5 organization are black?

6 MR. NOLAN: Of my organization?

7 MR. PUGH: Yes.

8 MR. NOLAN: Well, the makeup of the Chicago
9 Police Department right now is just approximately 25
10 percent are black and another 10 or 12 percent Hispanic,
11 maybe four or five percent of other, all those are members
12 of the Fraternal Order of Police.

13 MR. PUGH: All police officers are members?

14 MR. NOLAN: All below the rank of sergeant
15 must be members of the Fraternal Order of Police. Above
16 the rank of sergeant, it's a volunteer thing. So I would
17 say approximately 80 percent of the others do belong to
18 the Fraternal Order.

19 MR. PUGH: So you should represent black
20 officers?

21 MR. NOLAN: We do, absolutely.

22 MR. PUGH: Thank you.

23 CHAIRMAN MATHEWSON: Rosemary Bombella?

24 MS. BOMBELLA: Good afternoon.

1 MR. NOLAN: Good afternoon.

2 MS. BOMBELLA: I wanted to ask you a
3 question. A couple of comments that we've heard today
4 deal with the issue. Of course you know we're talking
5 about service to the public and service to the African
6 American community, particularly from the Chicago Police
7 Department and the issue of attitude and disrespect to the
8 African American community, amongst other minority
9 communities. That has been one that's been voiced several
10 times today saying that it seems that even from the school
11 between the time they go into the academy or something
12 that there seems to be almost an inbred kind of disrespect
13 to the African American community and a lot of distrust
14 and pinpointing the African American community and the
15 minority community as kind of the enemy rather than the
16 public that's to be served. What has been your experience
17 with the Chicago Police Department?

18 MR. NOLAN: First of all, let me say that
19 whoever made that statement to you is totally wrong and I
20 would like to face them face to face and tell them that.
21 Yeah, there is some -- I'm not going to tell you that we
22 are naive that there aren't problems out there. There are
23 problems out there. Not the problems that today that we
24 had last year or five years or ten years ago. It has

1 changed. To say that when you come into the academy that
2 you're taught who is the enemy, who isn't the enemy, no,
3 we're all blue. We all wear a blue uniform and when we go
4 out there we go in on calls. We don't stop and say who is
5 making that call; it's an African American citizen, a
6 Mexican, German, Irish, Italian. You don't do that. You
7 go on the call. It's the same way when the police officer
8 needs help, he calls for 10-1. Police officers come from
9 all over. They don't care what color his skin is or his
10 ethnic background or anything like that. And that's kind
11 of upsetting when you have people that will constantly say
12 this is the way it is in the Chicago Police Department.
13 It's not. And the same people that are telling you this
14 are the same people I guarantee you -- you don't mention
15 any names here, but I bet I could mention the names of the
16 people who can tell you this. They come to the monthly
17 superintendent's meetings, the Police Board of Chicago,
18 they meet once a month. The same people are there month
19 after month after month. They bring up the same problems
20 month after month after month. We have never seen any of
21 them at a policeman's funeral. We have never seen any of
22 them help a policeman that got injured in the line of
23 duty. You never see any of them come out and praise the
24 police department for what they have done. You'll never

1 see them. But let them do one thing wrong and they'll be
2 out there and they holler and they scream. And the police
3 academy, the superintendent has made some pretty good
4 choices over the years on his assignment. I'm not going
5 to be bias, but I have to say that the people that he has
6 chosen right now to run our academy in the last several
7 years is probably one of the finest appointments he's ever
8 made. The academy today is in a position where they turn
9 out officers more so today than they ever have with the
10 different type of training, sensitivity training, all type
11 of training and to the various ethnic approaches on there,
12 to gay and lesbian problems. That is constantly brought
13 up in the academy and it's taught. And for anybody to say
14 that it is not. That what do you do in the classroom, you
15 separate the white officers and tell them this is the
16 enemy over here. You don't. You go to the academy.
17 They're all intermingled. They work together. They work
18 out together and they come on the job. They come on
19 together and they become partners and I just think that's
20 a terrible statement by anybody to say without anything to
21 back it up and they don't have any proof of that, in fact,
22 backing that statement up, I can guarantee you that. And
23 what you should do is you should go to the academy and see
24 what the training is conducted day in and day out by those

1 officers and then when they get out on the street, it's
2 true that in the black community there's a lot more crime
3 and there's a lot more activity and we have our officers
4 that come out, they don't ask to go to what we call an
5 easy district, they ask to go to a hard district, a job
6 where when they get there, believe me you go to roll call
7 and you come out of roll call and before you know it it's
8 time to go home because that's how fast that eight hours
9 went because you're constantly going, and officers like
10 that, especially the newer officers coming on the job.
11 And I don't believe in that statement. I don't think it's
12 true. I know it's not true and I would criticize anybody
13 who made that statement.

14 MS. BOMBELLA: Mr. Nolan, also I think one of
15 the other things that was recommended in terms of, you
16 know, with the idea behind community policing, et cetera,
17 is to have a further investment by the Chicago police
18 officers themselves in the community and that is perhaps
19 some kind of a residency requirement for the police
20 officers and being able to live in the district that they
21 actually patrol. What's--

22 MR. NOLAN: Why should the police officer,
23 because he chooses to be a police officer, be deprived of
24 his Constitutional right to live wherever he wants. If he

1 wants to live in the community he works in, fine, but what
2 happens if the officer gets promoted or transferred out of
3 that community? Is he supposed to move again? We have
4 some officers that I don't say they stay in the same
5 assignment forever, but they do have a chance of
6 advancement, going to a different district or different
7 unit. Some units and districts are -- others, as far as
8 the type of work, the length of time from your home to the
9 job and all that is a factor coming into it. We were one
10 of the first with one of the Aldermen, Alderman Smith, I
11 believe, when he proposed the \$5,000 dollars help for
12 officers to live in the community, we put that in our
13 newsletters, we backed that one hundred percent. We asked
14 them to come forward if they wanted to do it. But to say
15 that you must do that, that's a violation of that
16 officer's constitutional rights. He can live wherever he
17 wants. It would be nice to have them live in the
18 districts, but then when you do live in the district, is
19 that policeman ever off? You know, people knocking on his
20 door all hours of the day and night. He has to have a
21 little time to sit and relax with his family, too. And is
22 that policeman going to be responsible for things that
23 he's really not responsible for once he's off duty?
24 You'd like to say you're off duty, although a police

1 officer is never really off duty and you must take police
2 action whenever the case comes up, whenever there's a
3 situation you should take action. Police, in our rules
4 and regulation it could be as simple as dialing 911,
5 that's all you have to do. But you must take some type of
6 action. You can't just walk away and ignore something
7 that happens.

8 Your suggestion is a good one, but like when
9 we brought this up at our meetings, okay, the officer that
10 lives on the west side, for example, on the 11th district
11 over on the west side of Chicago, the housing over there
12 is probably a lot cheaper than if an officer that lived
13 out on the far south west or the far northwest. Are they
14 going to allow him to live up there and give him the same
15 type of break in homes up there? The difference is real
16 estate, as you know, is quite substantial. So, although
17 it's a good idea, it's really not practical. And I don't
18 have the figures, but I know the last time we did check, I
19 don't think there was more than a dozen officers out of
20 some 13,000 that applied for that because they get loans
21 free if they stay there after awhile. So it's good for an
22 officer that he has to commit to stay in there for a years
23 as part of the rules on that. So, it's good for an
24 officer who wants to start out and start moving, but for

1 the most part, a lot of them have already started. They
2 have families. They have their kids in school. They come
3 out of school and start over some place. It's a little
4 different, okay.

5 CHAIRMAN MATHEWSON: Faye Lyon?

6 MS. GRANEMANN: What is your opinion of the
7 CAPS program.

8 MR. NOLAN: CAPS program is a good program.
9 It's been working good. I think it started off a lot
10 slower than it should have. I don't think the public was
11 ready for it in the way the Department wanted them to be
12 ready for it. So, the perception of the CAPS program is
13 one intermingled with the community and that's good. And
14 in smaller cities and towns it works tremendously, almost
15 to a hundred percent efficiency rating. Here in the City
16 of Chicago it's so big the same type of success can't be
17 realized right now. It may in the future, but it's taking
18 a long time for it to happen, but it has been successful
19 in the areas where it has been implemented. Right now
20 it's throughout the entire city. I think that the big
21 biggest, not mistake, but the biggest lack of public
22 communication should have been encountered more. They
23 should have given the public more of an education on what
24 to expect and then bring the people out there. The small

1 neighborhood stores that we had envisioned years ago that
2 would be opening up that would be manned by officers for
3 the CAPS, that was never materialized, for whatever
4 reason. Some departments, some cities have that.
5 Throughout the areas they have a little store fronts where
6 an officers or two or three are assigned and they do
7 everything, not just handle calls, but they're the ones
8 that you tell your street lights is out, you have a pot
9 hole, you have an abandoned car, all that kind of stuff.
10 Or people can come in there and bring information because
11 the worse thing the people out there in the community do
12 not want to be seen talking to the police if they have
13 some information to give to the police. So, for an
14 officer to go up to somebody's door and knock on the door
15 within an instant, believe me, through the grapevine
16 everybody in the neighbor knows the police were at so and
17 so's house. But if the beat officer, CAPS officer is
18 constantly going up and down, in and out of homes saying
19 hello, he can hit ten homes and maybe one out of ten will
20 give that officer information that will knock out a crack
21 house, get some drug dealers off the street, break up a
22 prostitution ring, stuff like that. That's the type of
23 information we envision having the CAPS program. Under
24 the Superintendent and Deputy Chief Ramsey, they have been

1 spear heading this and I think our CAPS program has been
2 almost four years now, four to five years I believe and
3 it's really moving. Perhaps it should have been a little
4 faster, but it's working. Not one hundred percent, but
5 we're way, I'd say past 75 percent in our opinion.

6 MS. GRANEMANN: Is the FOP supportive of the
7 philosophy behind the CAPS program?

8 MR. NOLAN: Oh, yes, yes, we are and we have
9 a CAPS committee on our lodge and our lodge has been
10 working very, very closely with the Department. We have
11 attended seminars with the Department. We have given them
12 any type of forms they wanted to. Our newsletters that we
13 put out once a month is an open forum to them, any type of
14 information they want. They have their own communication
15 network, but we're also, you know, happy to get that out.
16 And we're happy to help them in any way we can.

17 MS. GRANEMANN: Do you believe -- you made a
18 comment earlier that, I'm not familiar with Chicago, but
19 there are certain maybe more affluent areas that deserve
20 as many patrol cars as maybe those that are of minority
21 communities. That comment would seem to contradict the
22 philosophy of CAPS because I understand the CAPS
23 program, they've got certain beat police officers and a
24 certain number, but then they have all types of other

1 special officers who are put into the area to meet special
2 problems that have been identified for that area to deal
3 with it, which means a disproportionate number at
4 different places which would contradict that the affluent
5 side deserves as many officers as the minority side. So I
6 was little bit confused.

7 MR. NOLAN: Maybe you misunderstood. I
8 don't say they deserve as many. We need more in the area
9 where there's more crime, there's no doubt about that. We
10 support that concept, but at the same token, in all of the
11 high crime districts you will find -- beats -- our city,
12 our districts, the city is divided into district.
13 Districts are divided into beats. Each beat could be
14 several blocks long, which is fine, but then you can get
15 onto the far north side in the morning, an affluent
16 community, as you say, or in the far south side, those
17 beats are now stretched maybe a mile or more, okay,
18 because there isn't that amount of crime reported there so
19 instead of having ten beats, they may have two beats.
20 Where that same area out on the south side, as I say,
21 could possibly have ten different beats all at the same
22 time. And we support the CAPS program and we do support
23 having as many officers in these other districts as
24 possible. Your 1st district and your 18th district,

1 you're familiar, the 1st district is the Loop area. The
2 18th district is probably the most diversified district in
3 the city. It's got the poorest section of the city.
4 It's got the wealthiest section of the city and all in
5 between. But both of these districts have an extensive
6 foot patrol program where they have officers out on foot
7 and that takes up maybe several hundred officers from both
8 districts. That's all they do is walk a beat. They are
9 not assigned to squad cars and those are the only two
10 districts in the city that have that everyday. Other
11 district have beat officers, walking officers, but not as
12 many as these two districts combined.

13 CHAIRMAN MATHEWSON: May I interject here?
14 Would you say that CAPS has any influence at all on,
15 assuming it's a good program, nevertheless does it have
16 any influence on improving the situation that the
17 Committee identify in 1993 if what we deemed to be
18 inadequate patrol in the black community?

19 MR. NOLAN: Oh, absolutely. I think it has a
20 big impact on improving that.

21 CHAIRMAN MATHEWSON: Improving actual numbers
22 and strength and adequacy of police service or patrol or
23 is it just a matter of improving perceptions and
24 relationships?

1 MR. NOLAN: Yes, it is improving because if
2 you went back, you're talking about these statistics.
3 You're going back from the early '90s. If you look right
4 now in the last year or two the amount of crime, serious
5 crime, the ones that people are really concerned with -- I
6 mean we're all concerned about the vandalism, the broken
7 windows and the stolen cars and cars that are stripped on
8 the street, but the main crimes of murder, rape, assault,
9 robberies and all that, that has declined and it's
10 declined -- I think statistics will probably back me up on
11 this -- through the efforts of the beat program where the
12 officers are out there on the street where in years past
13 those same people that might have had information really
14 had no place to go to because you'd have a different beat
15 officer all the time. And with the CAPS program you get,
16 for the most part you get the same people on the same
17 watch. We have steady watches now. Before everybody used
18 to rotate, now you have steady watches. So the people
19 they know if they go to work at 4:00 o'clock in the
20 afternoon, they go to 8:00 o'clock in the morning. The
21 police officer they meet is probably going to be the same
22 police officer all the time because that police officer is
23 on his shift through his seniority or however. So you get
24 to see the same person all the time where you build up

1 that rapport where you can say Officer Jones, we think
2 something's going on here. There's a house here, we see
3 people going in there all hours of the day or night. Now
4 the officer coming on at 4:00 o'clock in the afternoon, he
5 gets that same report. Now that information filters back
6 through our specialized unit that rotates and the
7 resources to sit on that building for days and days and
8 days under surveillance until finally, yeah, this is a
9 dope house, get the warrants, go in and make the arrest.
10 Where the officer on the street doesn't have that time.
11 He's got to handle his call. Before he gets through with
12 his paperwork, he's assigned another call and sometimes
13 they're assigned two, three, four calls at a time. So
14 that's why the specialized unit comes in to overlap the
15 individual beat officers in the district.

16 CHAIRMAN MATHEWSON: Hugh Schwartzberg?

17 MR. SCHWARTZBERG: You suggested earlier that
18 there are districts in which when a complaint comes in
19 there may not be someone free to take that complaint.
20 There are other districts in which it's more likely that
21 there is someone free. I take it that by and large that
22 still reflects the high crime districts of the city and
23 still reflects what are by and large African American
24 districts?

1 MR. NOLAN: Well, if you're saying that the
2 people report the crimes --

3 MR. SCHWARTZBERG: No, I'm saying where are
4 these districts which are sometimes so overloaded that the
5 report cannot be taken.

6 MR. NOLAN: It's not that the report cannot
7 be taken, it may not be taken as quickly. But here if
8 you're a citizen in that district and you call the police,
9 your call is answered probably immediately. Now you
10 assume when you hang up the phone the next knock on your
11 door is going to be that police officer. However, that
12 call has now gone through the dispatcher, has gone out to
13 the guy out on the street. That guy on the street may
14 have four or five calls before yours and depending on the
15 sense of urgency or anything else, you may not get that
16 officer for an hour or two and that is a problem. Maybe
17 it's a problem because, number one, the calls are not
18 getting out there that fast which can be corrected.
19 Number two, there's not enough officers out there to
20 handle those calls. That also can be corrected by adding
21 more police personnel to the districts and that could be a
22 big thing. I think you would see if -- let's assume a
23 class graduates from the academy and they hit the street.
24 I think when you look at the breakdown, the amount, let's

1 say there's a hundred officers graduating, the amount of
2 officers going into the high crime district far surpasses
3 the amounts that go into the other districts. They still
4 have to be covered, all districts have to be covered. But
5 where you might send three people to the north side, you
6 may send ten people to the west side.

7 MR. SCHWARTZBERG: I take it the delay period
8 tends to occur more often in the high crime districts?

9 MR. NOLAN: Yes because of the amount of
10 crime that comes in, right.

11 MR. SCHWARTZBERG: And I take it -- let me
12 turn to something else. There are certain times when the
13 racial makeup of a police tactical force has an effect on
14 policing, I assume it might be true of a drug tactical
15 unit which is overwhelmingly white attempting to deal with
16 problems of drugs in an African American area, is that
17 correct?

18 MR. NOLAN: That's correct.

19 MR. SCHWARTZBERG: Because we have such a
20 difference between the population of the city and the
21 makeup of the police force, doesn't that create a real
22 problem, sometimes?

23 MR. NOLAN: I don't think so in the sense
24 that you're looking at it because we do have numerous

1 officers of white and black working mixed tacticals out
2 there. It's true that in some areas of the city that
3 there's a white person out there. That person is either
4 lost or he's dealing in dope, that's usually the
5 perception.

6 MR. SCHWARTZBERG: Or he's a policeman trying
7 to deal with something where the color of his skin is a
8 warning that he is.

9 MR. NOLAN: Absolutely. If there are drug
10 dealers out there, not that there aren't any white drug
11 dealer's, there's enough of them, too, but if they don't
12 know who you are, the chances are that they would sell to
13 you is very limited as opposed to somebody their own race
14 that they recognize and that they know in the neighborhood
15 and all that stuff. So that does present a problem, but
16 it's no a problem that cannot be overcome because that's
17 why we have our narcotics unit to back up all those
18 tactical units that may not have that type of a make up to
19 get in on the ground floor of some drug arrest.

20 MR. SCHWARTZBERG: Wouldn't that mean that the
21 police force itself has to increase it's own diversity to
22 deal with the City of Chicago?

23 MR. NOLAN: Fine. We have no problem with
24 that. However, the one thing that we do draw the line,

1 yes, there's approximately just a little over 25 percent
2 of our Department now is African American. To increase
3 that number is fine and we have no problems with
4 increasing that number. However, the standard must remain
5 the same. They cannot be lowered.

6 MR. SCHWARTZBERG: Therefore, and this is
7 what I'm moving towards, what do you see as some of the
8 things that can be done to increase diversity in the
9 police force of the City of Chicago?

10 MR. NOLAN: Well, first of all you're
11 talking probably about the initial hiring, that's where it
12 starts, am I correct?

13 MR. SCHWARTZBERG: Well, it's a problem,
14 isn't it, throughout the system. If you hire, but then
15 during the first year at the academy your drop out numbers
16 are such among the African American community that that
17 degree of diversity is lost, as appears to be the case,
18 then mere hiring isn't enough. If you, for whatever
19 reason, find that the officers are disproportionate to the
20 extent that they were say among lieutenant and
21 particularly over the next five years, again you have a
22 problem in the system. What are the ways at each level
23 that diversity can be increased within the frame work of
24 what you and the FOP find acceptable?

1 MR. NOLAN: Well, we could probably be here
2 for hours discussing that because I can tell you this is
3 that we have brought and I say we -- I'm talking about
4 under my administration as president of the FOP for
5 the last many years. We have done everything we could to
6 increase that. I went from a board -- we have a Board of
7 Directors of 27 percent. We now have -- we have seven
8 black officers on our board. We have three Hispanic
9 officers, two females on the board something that's never
10 been done in the FOP.

11 MR. SCHWARTZBERG: And you did that in part by
12 personal reach out, didn't you?

13 MR. NOLAN: Yes, I did. I reached out to all
14 the community; to the black organizations and everything
15 else. We went to the city and told them if you're going
16 to have an entrance examination, give these people enough
17 time. Tell them that in four months, six months or a year
18 there will be an entrance examination, then set up at your
19 public libraries and all that some type of study groups
20 that tell them these are the things that that will be
21 covered on the entrance examination. Here are the books.
22 You can't make the person read the book, but you can at
23 least tell them where the books are at and we had the
24 cramming when it came to promotions. We brought in people

1 from out of state to put on classes. We paid for that.
2 We worked with NOBLE which is the National Association of
3 Black Officers. We worked with them providing materials
4 so that the officers have the same chance -- not that they
5 didn't have the same chance -- but just to let them know
6 that we were there to help them in any way. And we sat
7 with the people from the city when they told us that they
8 went over the entire examination and said there was no way
9 that this examination could be held as biased or not
10 racially correct or anything like that. We did not get a
11 chance to see that examination to give our own opinion
12 with the perception if we did we'd give the answers to
13 somebody which, you know, if I knew the answers to the
14 question I'm not going to give them to anybody else
15 because I want to get promoted because that's why I don't
16 think that's the right thing. So anyway, with all that,
17 we waited for the results of that examination and, as you
18 know, the results came out contrary to what the city
19 wanted. So then they wanted to change the rules in the
20 middle of the game. Let's promote them anyway. That's
21 where we stepped in, that's not fair. You didn't tell us.
22 That's not how the game started and now because you're
23 losing the ball game you want to change the rules. That's
24 not right.

1 MR. SCHWARTZBERG: Enough time, special
2 programs and the library, availability of books. What
3 other kinds of things?

4 MR. NOLAN: Right. Whatever the city may want
5 to do to let these people know that there are avenues out
6 there that they can look into if they really want to be a
7 Chicago Police Officer. Not to just come down because you
8 know somebody or whatever because if you do you will be
9 found out during the school that you're in training.
10 We've had officers in the past that have gone through that
11 academy that we really basically once they hit the street
12 they really shouldn't have been police officers. They
13 really shouldn't have. They did not have the temperament
14 nor it's a shame as it is to say our Department is still
15 more or less chauvinistic. We still have a lot of
16 officers out there that resent the fact that we have women
17 on the job or that they're forced to work with women, yet
18 we have other officers that work with women and they
19 totally enjoy it. They have no problems whatsoever. We
20 have some women out there that totally distinguished
21 themselves and have one award, not only from the FOP, but
22 from the city for their work. So, in that the FOP our
23 organization can only do so much. We have offered to do
24 as much as we can. The city has not come to us for any

1 consultation has not asked us. It's usually this is what
2 we're going to do, what do you think of it? And we're
3 stuck with whatever they have. Well we don't agree with
4 that. Well, that's the way it's going to be.

5 MR. SCHWARTZBERG: Would the FOP have any
6 objection to providing some of the things that might be
7 considered in case of hiring or promotion? A. Be a
8 resident in high crime areas, B. contacts in high crime
9 areas, and C. Experience in high crime areas.

10 MR. NOLAN: Do we object to that?

11 MR. SCHWARTZBERG: Would you object to those
12 being items which might be used in hiring or promotion?

13 MR. NOLAN: Well, I don't know really.
14 Maybe I don't understand your question because you're
15 saying that if somebody comes on the job they must agree
16 to live in a certain area.

17 MR. SCHWARTZBERG: No. Let's say they do, in
18 fact, volunteer to do so. Could that be one of the
19 factors concerning hiring or promotion?

20 MR. NOLAN: Oh, sure. I would think that
21 somebody that volunteers to work in an area. You're like
22 this and there's one more criteria that has to be
23 established and somebody wants to volunteer to live in a
24 neighborhood that would maybe push him over the edge more

1 so than the next one. But the same token, what happens if
2 a person they do get the job, after a year or two, this
3 isn't for me, I'm out of here, then what are you going to
4 do? You're back to square one again.

5 CHAIRMAN MATHEWSON: Dorris Roberts?

6 MR. ROBERTS: I have an observation; one, you
7 indicated that the Department is or that there are
8 individuals who are chauvinistic who would not want to
9 work with a female. Do you feel that you also have
10 individuals who are biased who would not want to work with
11 a black officer?

12 MR. NOLAN: I'm sure I wouldn't sit here and
13 say that that never happens. I'm sure it does happen.
14 Does it happen on a large degree, no. There are
15 instances, yes, and when I tell, you know, there are
16 probably some instances like that as well as anything
17 else. We have a lot of officers that can't stand each
18 other and work with them. You're in that car eight hours
19 a day, five days, a week, you've got to kind of like the
20 person you're with.

21 MR. SCHWARTZBERG: When the Commission
22 made the recommendation before, they indicated that the
23 police department should attempt to build bridges of trust
24 into the African American community. Not just a dialogue,

1 but a sharing of information about victimization, response
2 time, resources, policing strategy. Do you feel that
3 since the last hearing these issues have been addressed?

4 MR. NOLAN: Yes, I feel they have been
5 addressed and I think if you were to use the same criteria
6 for the statistics back then as you would today, you'd
7 find the results would be a lot different more so in the
8 positive. I think that is a big thing out -- I've been on
9 the job 38 years. I have never up until maybe it was five
10 years ago, to attend what we call sensitivity training.
11 Everybody was brought back to go into the academy which
12 was a pretty good thing and that was a mandatory thing
13 that we had to do. Now, sensitivity training is a part of
14 the curriculum in the academy for officers. Domestic
15 violence, which was never talked about in the past is now
16 a mandatory subject of learning in the academy and it's a
17 subject that's brought up constantly for reminder and
18 renewals on what to do and what not to do. So the
19 perception that the officer ten years ago would turn his
20 back on something because another officer was involved or
21 domestic violence was a private personal thing between two
22 people. It's not a crime. Those days are gone,
23 hopefully never to come back again. But today that is
24 treated as a very serious crime and the way the officers

1 are trained to do that. We have officers trained today in
2 handling sexual abuse cases, especially for young girls
3 and for rape victims, the way they're talked to, the way
4 they're treated and not that the victim has to talk to
5 five, six, seven officers constantly. Now they have one,
6 possibly two officers that handle the entire thing and it
7 cuts down on the traumatic feelings that are incurred at
8 the time by the victim. So that part is all new type of
9 training. That's been going on for several years and all
10 of that has played a big part as I would say in helping
11 the victims out there.

12 MR. SCHWARTZBERG: And the final question.
13 You've been on the force for 38 years going through those
14 scandals in Marquette Park?

15 MR. NOLAN: I've been through them all.

16 MR. SCHWARTZBERG: What effects do you think
17 that these last two incidents, Austin and the Gresham,
18 would have on the advances that the Department has made
19 since 1993 up until the point where we get caught up into
20 Austin and the Gresham scandal?

21 MR. NOLAN: When you're talking about those,
22 it's something I think that was more like a slight stumble
23 and then we continue on. We have talked to numerous
24 police officers on this. They are as thoroughly disgusted

1 as anybody else is, especially the Austin District because
2 at the time the people in Austin were all relatively brand
3 new officers and had only a year or two, three years on
4 the job. The general incident the officers had a little
5 more time on the job, but it's still something that the
6 Police Department found out about it, nobody else.
7 Chicago Police Department found out about this, provided
8 their own investigation, brought in the federal
9 investigators who worked in conjunction and then arrested
10 everybody and there will be more to come, there's no doubt
11 about it. They'll be more to come and once it's over
12 with, we just intend to put it behind us. Way back when
13 the Summerdale scandal rocked the entire city and the
14 Department, I know you were around at that time, our
15 Department and the city the departments especially has
16 grown much stronger and a lot better since then. Things
17 that we never dreamed about at that time have now all been
18 brought in, brought in a new Superintendent and changed
19 everything around. So everything went on and on and on.
20 I can remember when they put in and they were talking
21 about the extremely high cost of the new communications
22 center; about \$12 and a half million dollars. That took
23 away the old pneumatic tubes we used to have. Now we are
24 all talking about a communication center that is \$155

1 million and it's still not working right. Yet, it's
2 change, whether it's good or bad, it's change and we'll
3 put it behind us and the other officers out there. It's a
4 signal that we know you're out there and you're going to
5 get caught and it's just a matter of time when you do,
6 that's it. Those officers have -- there's no other
7 officer out there that's gone to their aid. There's no
8 benefits for them officers or anything like that. So
9 they're upset about it. They're embarrassed by it, as we
10 all are, and it will continue to happen. But all the
11 other incidents that embarrass everybody, it happens day
12 in and day out. So I know you've probably been couped up
13 here most of the day. You haven't heard all of the news,
14 but I think you should be hearing on the news tonight that
15 the Baby X case has been cleaned up and that was through
16 good, good police work, extremely good police work and
17 unfortunately without any help from the community. But it
18 was strictly police work that did it.

19 CHAIRMAN MATHEWSON: Janie Khoury?

20 MS. KHOURY: No questions.

21 CHAIRMAN MATHEWSON: Tom Pugh?

22 MR. PUGH: Perception is very important and I
23 perceived it wrongly apparently that you don't represent
24 all of your officers in your unit. I'm sorry about that.

1 But earlier today some persons testified that there was a
2 perception that the Police Department was corrupt because
3 it does not act significantly against drug dealing and
4 gang banging. And another one of the perceptions that was
5 given was of the Police Department is composed of a great
6 majority by Irish. Are those wrong perceptions.

7 MR. NOLAN: These are perceptions that I can
8 go back. There's a certain Congress man that I had to
9 have a television debate with and he brought up the
10 problems with the Police Department dating back to the
11 late '50s and early '60s. You can keep going back,
12 back, back, no. To answer your question, what is going on
13 now with the Police Department and these perceptions that
14 all Irish -- yeah, there used to be at one time up until
15 we got O. W. Wilson and then right after that James
16 Rockford and Conliss, those are probably the last Irish
17 superintendents we've had. Now we've had Fred Rice and
18 who is a black officer and he did a great job coming in
19 and then we had Superintendent Rodriguez right now,
20 Hispanic and who is up at the top. Whatever his race is
21 immaterial, he's the Superintendent of Police. He's not
22 going to be able to go out on the street individually and
23 tell officers do this and do that. All he does is lead
24 the ship. All the people down below the superintendent,

1 those are the ones who are making the whole thing run.
2 And I just can't see because they say we're all Irish,⁰ at
3 one time, yeah that was true years ago, way back in the
4 late '40s and maybe '50s, but that has changed now
5 tremendously.

6 MR. PUGH: Are most of them Irish out on the
7 street?

8 MR. NOLAN: I wouldn't say so. You
9 talking about the supervisor?

10 MR. PUGH: No, I'm talking about being Irish?

11 MR. NOLAN: I don't know. I don't have
12 statistics on who is Irish or who. If they are all Irish
13 and doing the great job, so what?

14 MR. PUGH: This could be true, the majority
15 are Irish?

16 MR. NOLAN: I doubt that. I would have to go
17 through our roster and find out. Yeah, what about the
18 Hispanic married to an Irish girl, where does that come
19 in? Is that Hispanic or Irish?

20 MR. PUGH: What about the corruption
21 perception here? If the Police Department is, you know,
22 perceived to be corrupt and a person who said that I
23 believe indicated one of the reasons it's difficult to get
24 rid of corrupt officers is because of your union rules.

1 Are those wrong statements?

2 MR. NOLAN: Absolutely totally wrong and I'd
3 tell that person right to their face. We have a contract
4 right now. It's approximately 169 pages long. In this
5 new contract there's a little over a hundred changes in
6 there, some giving and taking away or adding and
7 modifying. There's not one thing in that contract that
8 has anything to do -- that would stop any minority from
9 advancing, stop any minority from coming on this job, from
10 doing anything at all in this job for rooting out
11 corruption. There's nothing in there. So to make a
12 statement like that is somebody that totally doesn't have
13 the facts.

14 MR. PUGH: It's perception.

15 MR. NOLAN: Even the perceptions, you're
16 talking about perceptions that are 30, 40 years old and I
17 don't see any reason at all why they would even bring
18 something like that up and this Department is not corrupt.
19 It's not corrupt. We have a few corrupt officers that pop
20 up to the top ever so often just like we have federal
21 judges that come up that are corrupt and we have lawyers
22 and doctors and dentists and professional people all over;
23 bankers, they turn up corrupt from time to time. It
24 doesn't mean the whole banking process is corrupt or the

1 entire legal system is corrupt and you get a few bad
2 police officers. As I said, yet we have to be held to a
3 higher standard. We are held to a higher standard and
4 it's something that we take that and we realize that if I
5 worked for XYZ company and I'm out with my wife and
6 somebody insults her in a restaurant or a bar, you may
7 take some action against it because you're very insulted
8 about it. But if you're a police officer and if I did
9 that, my boss of XYZ couldn't care less what I did. But
10 as a police officer you can't do that so you swallow a
11 little extra. You can't argue with your next door
12 neighbor like you could perhaps do, but your boss doesn't
13 care about it. But we can't do that because our boss does
14 care about it and we have rules because of that. So we
15 are subject to semi military organization and there are 51
16 rules and regulations, not to mention hundreds of general
17 orders that they expect you to live and abide by on or off
18 duty and we have to do that. So when somebody breaks one
19 of those rules and regulations, sometimes it hits the
20 press first, it gets blown out of proportion. These
21 officers in District 15 and in, 6 that's a disgusting thing
22 and it's very embarrassing to all of us, but they will be
23 weeded out. And like they said, there's no doubt there
24 are more out there, but it doesn't stop the good officers

1 from going out and making a good arrest and they are the
2 ones responsible for the crime statistics that go down in
3 the last couple of years. The '95, and '96 statistics
4 show that crime has decreased. That's because of good
5 officers out there, black, white, hispanic, all of them
6 men and women and the other ones that are out there
7 grabbing whatever they can grab, they'll just grab until
8 they finally grab the wrong one and then they're going to
9 get caught and they're gone. So, if you're going to go
10 out there and we're doing good because of your contract,
11 case of your contract we have officers now that make up
12 where it's \$50,000, \$60,000 a year. So you want to throw
13 that away and spend 10, 20 years in prison. So you
14 divide that 20 years by \$60,000, see how much is coming
15 out a week and they feel that's worth it to try to do
16 that, then let them bear the brunt of that. For the most
17 part, these officers out there don't have to do that. We
18 instituted things in our contract so these officers will
19 have a beer work and living condition. We don't want them
20 to work a part time job. This way now we get paid for
21 overtime, we get time and a half for that which is
22 something they never had before to allow them to spend
23 more time with their families. They don't have to rush
24 home for work, change and go over to another job, which

1 some officers are doing, some still do it today, but
2 everybody's financial background is different. So if
3 they feel they need it through illness or whatever their
4 financial situation is, then they can do that.

5 CHAIRMAN MATHEWSON: Hugh Schwartzberg?

6 MR. SCHWARTZBERG: In the run up to the last
7 examination there were a number of special private review
8 courses.

9 MR. NOLAN: Special what, sir?

10 MR. SCHWARTZBERG: Review courses in effect.

11 MR. NOLAN: Yes.

12 MR. SCHWARTZBERG: Preparations for
13 examination. One of these was closed. That is to say, it
14 was by invitation only and was by -- as I understand it,
15 someone who was on the police force. This may have led to
16 a perception, a misperception based on the number of
17 people who passed who are part of that closed review
18 course, would the FOP have any objection to requiring that
19 all review courses be open?

20 MR. NOLAN: First of all, there was no
21 closed review courses. There never was, there never has
22 been and I know the people that told you that because they
23 brought it up numerous times in the past. It just so
24 happens that person they're talking about is what you

1 would have to call an extraordinary teacher an
2 extraordinary teacher. People fight to get into this
3 person's classroom sessions because over the years the
4 statistics show that out of every hundred that have
5 attended his classes upwards of 75 has been promoted. So
6 his track record is fantastic, so naturally everybody that
7 want to go through.

8 There is only so many people that you
9 can put into a room. To say it's closed, it's closed.
10 Where you going to have it, the United Center? You can't
11 get everybody in there, but what about all of the other
12 classes that were available and the people that we told?
13 We put on a seminar, we used plumber's hall, we put on a
14 seminar. We told everybody come out here. We had this
15 fellow come in, a doctor from Massachusetts -- New York,
16 I'm sorry and he came in here and he spent several days in
17 here. Everybody hears from the people that went there,
18 minority officers and everything that was fantastic. A
19 lot of those same officers were promoted. This is from
20 the rank of sergeant to lieutenant. Unfortunately he
21 wasn't in in time for from patrolman to Sergeant. They've
22 all asked me now we have another examination is this
23 fellow going to come in? Absolutely, we'll bring him in
24 and we use plumbers hall because it's a larger facility

1 and we brought him in. We now have our own hall open,
2 Washington Boulevard, we'll let them use the hall. So
3 they can go wherever they want. Some of them are lazy.
4 They didn't decide to sign up until the last minute. Well
5 the other people signed up immediately. The guy that
6 moves fastest is going to grab the worm. So that's what
7 they had to do. But the subjects were all the same. The
8 material was all the time.

9 Now, you probably heard the argument
10 they had advance knowledge of the test. That's totally
11 untrue, totally untrue. It's been brought up a hundred
12 times, it's been disproven a hundred times. There's never
13 been anybody that had prior knowledge of that test. The
14 subject matter was all printed for everybody to have.
15 When they came to us saying that the subject matter they
16 ran out of it at the academy because they didn't have any
17 more paper to run it on, we went out and purchased reams
18 and reams of paper to bring out there so they could start
19 producing more and we did that. We have brought it out
20 personally. We delivered it to the various organizations
21 to make sure we sent out letters, if you are missing
22 anything, let us know, we will reproduce it and get it out
23 to you. We have know objection to those classes. Some
24 people charge for it, some don't, but they do charge just

1 to pay for the materials. They have mock tests. What you
2 do is you get a hundred people in a room and you ask each
3 guy or girl in there to write down five of the questions
4 that you remember from the last time and then you compile
5 maybe 200 questions and the answers and then they give
6 mock tests in that. So in doing so, people came out. The
7 rumors they had the actual test because it came very close
8 to it.

9 MR. SCHWARTZBERG: Given the various
10 facilities in the city, could it be possible to find a
11 facility that will hold everybody?

12 MR. NOLAN: You're absolutely right.

13 MR. SCHWARTZBERG: And given that and given
14 the prior misunderstanding, would there be any substantial
15 problem in going to this particular person and trying to
16 make certain that anybody who wanted to be with that
17 particular person could do so?

18 MR. NOLAN: Of course not.

19 MR. SCHWARTZBERG: At whatever charge.

20 MR. NOLAN We have no problem with that.
21 That's up to him. That's his personal thing. He's doing
22 it voluntarily. Whether he wants to do it or not, we
23 couldn't force him to do something he wouldn't want to.

24 MR. SCHWARTZBERG: But if the city said the

1 only way you can have these things is if they are open to
2 all on the same terms. The actual people would -- FOP
3 wouldn't have any objection?

4 MR. NOLAN: No, we wouldn't have any
5 objection, absolutely not.

6 CHAIRMAN MATHEWSON: Janie Khoury?

7 MS. KHOURY: I just wanted to ask one
8 question in terms of this advertising thing because this
9 was brought up. Were there 800s test or 800 copies
10 missing?

11 MR. NOLAN: No, no. It's only in the
12 perception of one person's mind, maybe two. I can tell
13 you both who they were.

14 MS. KHOURY: Why would they think that? What
15 would lead them to believe that there were 800?

16 MR. NOLAN: Because they sat at the same
17 City Council hearing that I did and they sat about two
18 rows from me and they heard the same thing that we all
19 heard and somebody mentioned 800 and it blew up to
20 something really big. The people that have done it,
21 Arthur Andersen Company, they are responsible and all
22 that. They have signed affidavits from everybody involved
23 from the time the test was printed on the first piece of
24 paper from the time it went out of the printing room to

1 the people responsible for the transportation to the
2 distribution here in Chicago. There was not one single
3 piece of paper missing. It's something. It's a crutch.
4 It's something --

5 MS. KHOURY: Where would they get the number
6 800?

7 MR. NOLAN: I have no idea. It's throw
8 rumors, mainly through rumors and the Chairman of the
9 City's Fire and Police Committee who had all this
10 information and did an investigation into it. The same
11 people came out, completely disproved the hole thing. It
12 didn't happen, it did not happen. They're trying to find
13 a way to say why didn't X amount of officers get promoted
14 because somebody stole. I want to tell you something,
15 when 13,000 members, it's so hard to keep a secret in the
16 Chicago Police Department, you have no idea. You just
17 don't keep secrets and if there's 800 tests that were
18 missing, let's assume that 400 people got the test. Let's
19 say 200 people got those tests, you mean to tell me not
20 one of those 200 hasn't leaked it yet, hasn't told his
21 wife, his girlfriend, his mother, his father, somebody
22 that he had advance knowledge, not one. So that's so
23 totally preposterous that I just get tired of hearing it
24 over the last few years, that's the excuse they're using.

1 It just never happened.

2 MR. PUGH: For years they've been using that
3 excuse?

4 MR. NOLAN: Yes. On this last examination and
5 the last examination was held a couple of years, but their
6 last examination, this is the excuse that's been used that
7 there were some 800 tests that were stolen. It was
8 totally preposterous.

9 MS. PETERS: But Janie asked the question,
10 what reason do you think could have explained why. So few
11 of them passed.

12 MR. NOLAN: That, I don't know that. I
13 cannot tell you why they did not pass.

14 MS. PETERS: They had the opportunity to
15 review?

16 MR. NOLAN: Because it wasn't that you're
17 white, here's a set of questions. You're black, here's a
18 set of questions. You're Hispanic, here's a set of
19 questions. Everybody had the same questions. Why is it
20 that a lawyer -- the bar exam is given throughout the
21 entire country the same time whether you're in New York,
22 California or Chicago. Everybody takes the bar exam and
23 then the results are given. Since a lot of blacks failed
24 that, how come nobody complains about that, do you ever

1 think of that? Take, CPA's they take their exam all
2 across the country at one time. We here in the City of
3 Chicago have one police exam. Well, this last one was
4 taken over about five or six years finally to have a
5 police examination and everybody stealing exams copying,
6 doing this, doing that. Why is it just so utterly
7 ridiculous to say -- you have to understand perhaps the
8 mentality of a police officer maybe. But I am a police
9 officer and you're sitting next to me and I know all the
10 answers because I study my neck off. I studied night and
11 day and you didn't and I catch you looking at my paper,
12 looking at my answers. I'm going to cover up because I
13 don't want you to maybe get that one extra point that's
14 going to promote you and put me back again. That I'm not
15 going to get promoted. So for anybody to say that they're
16 allowing this to happen, to let their friends and
17 neighbors get promoted it's crazy. I'm not saying
18 husband and wife that are married police officers may not
19 help one another. They say here, study this or do this.
20 So, for the most part when the exam itself is given,
21 that's so secretive and so well watched and monitored that
22 I just can't see any way their exam -- the only thing I do
23 object to is the fact that the perception again is that
24 when I take this examination I walk out, I don't have the

1 results for six to eight months and every day and week
2 that goes by makes me think more or more oh, they're
3 fooling around with the exams again. Somebody's playing
4 games and that's the perception. And with all this modern
5 day technology and the equipment that we have today, I
6 cannot believe that you cannot take a hundred or 150
7 question type answers, multiple choice, and have that
8 paper and have it graded before you leave so you walk out
9 of there with your marks in your hand. So, you know, I
10 got a 80, I got a 90, I got a 70. Why can't it be done?

11 MS. KHOURY: Did they ever show you the
12 results afterward?

13 MR. NOLAN: Never, never. Unless you
14 inquired, I go in and request why you got a 70 and I got a
15 90, you can go in and challenge some of the questions in
16 there. But for everybody to see the test, no, nobody sees
17 the results.

18 MS. KHOURY: Well, maybe they got something
19 right or wrong and they're just messing with them because
20 -- you do understand what I'm saying?

21 MR. NOLAN: Yeah, right. But at the same
22 token the way the exam is graded, you have a piece of
23 paper that's graded, doesn't tell you when I grade this
24 paper, doesn't say you're male, female, black, white,

1 Hispanic. All it is is a paper. That test is graded.
2 There's a number or whatever how they do it, it goes to
3 the rest of the identification and that's where you are,
4 grades come up. So the process that they use is supposed
5 to be foolproof, but whether it is or not, I can't say.
6 Why they didn't get where they get, I don't know. When
7 the Mayor announced his press conference, he was having
8 his the exam. The black leaders says all we're asking for
9 is the exam and we will do good, just give us the chance
10 to have the exam because they hadn't had an exam in five
11 or six years and now he's going to give an exam in every
12 three years and then what is upsetting them and the
13 minority officers especially and they have a legitimate
14 gripe is the fact that when this exam was given, the
15 superintendent and the mayor said they will promote 500
16 people off of this exam and now the mayor is saying no,
17 we're talking about tearing the exam down now and there's
18 only like four or so have been made. So it's about
19 another 90 that are out there not going to be made and the
20 ironic part about it, if they make the remaining 90.
21 They're going to make almost 20 minorities that are in
22 that last 90 group. And what we have been objecting to is
23 that these officers have gone to their wives and their
24 kids or their husband and said whatever, look I wasn't

1 sharp enough to get it right now, but the superintendent
2 and the mayor said they're going to make 500, so I'm 490,
3 so before this list is done, honey, don't worry about it,
4 we can buy that extra thing we need because I'm going to
5 be a sergeant. So you have that waiting for you. Now all
6 of a sudden the mayor is pulling the rug out from
7 underneath saying, no, we're going to tear the list down.
8 We're fighting that today. We want the mayor and the
9 superintendent to stay to their promise that they're going
10 to make five hundred sergeants promoted off that list and
11 we'll do everything we can to ensure that they do that.
12 It's not fair for them not to.

13 CHAIRMAN MATHEWSON: Faye Lyon?

14 MS. GRANEMANN: First all, with the bar exam
15 there's a portion of it that's multiple choice. There's a
16 portion that's a handwritten essay type thing. We were
17 all given the opportunity initially if you passed or
18 failed, you're told whether you pass or failed and if you
19 failed, then you have the opportunity to go and take a
20 look at your scores?

21 MR. NOLAN: Right. The area that you failed
22 in.

23 MS. GRANEMANN: And I'm assuming that that
24 would be available to these officers?

1 MR. NOLAN: No, it's not.

2 MS. GRANEMANN: Why isn't it?

3 MR. NOLAN: That's the city's rule for
4 whatever reason. We would he love to see that.

5 MS. GRANEMANN: And secondly there, is a
6 premise, is there not, when you take a certain job when you
7 choose a career. You understand when it means when you
8 seen or when you decide to pursue that career, for
9 example, if you're going to be a doctor, if you're going
10 to be an obstetrician or a pediatrician, it may mean you
11 are out at all hours of the night, okay, no one knows when
12 that baby is going to be born. Nobody knows when that
13 child is going to have a high fever and when you say, I'm
14 going to choose that career that I know that that's what's
15 going to be demanded of me. Do these officers not
16 understand that the city is trying to reduce crime and
17 that at all cost we're going to do whatever we can do to
18 try to reduce crime? And that may mean asking individuals
19 to live in districts, that may mean sacrificing what they
20 believe to be their constitutional rights? See I guess I
21 think that some people in choosing a career have to
22 understand what the job demands. If there were a change
23 in policy now saying these are some of the things that
24 we're requiring and not because we want to interfere with

1 your Constitutional rights, but because we're trying to
2 reduce crime, how would your officers -- how would they
3 receive that type of a policy?

4 MR. NOLAN: Very negatively.

5 MS. GRANEMANN: And why?

6 MR. NOLAN: Because your job as a doctor,
7 they're not going to tell you, okay doctor, in order to do
8 your profession and do it right, you must live over here.
9 You can live wherever you want. For the most part, most
10 of these people, 90 percent of the people are our biggest
11 critics, none of them live in the City of Chicago to begin
12 with and some of the people that are here testifying I
13 know very well, they don't even live in the City of
14 Chicago, yet they're at every one of our meetings
15 complaining be everything we do. But for a police
16 officer, why should he very to be told -- already we're
17 told we have to live within the City of Chicago and that
18 comes up in our union contract. We never vehemently fight
19 that because we realize this is our city, too. We realize
20 that and we realize that if all the police officers would
21 live or could live outside the city that might happen that
22 all the rest of the city workers would have the same
23 thing. Now we're talking over 40,000 employees plus their
24 family. You're talking 150,000 people. Perhaps that

1 amount of a sudden, a mass exodus I don't think it would
2 be a mass exodus, but there would be a lot of people
3 living the City of Chicago and we don't want to see that
4 happen. We want to police officer to live in the City of
5 Chicago because even if I work on the north side and I
6 live on the south side, as I'm going to and from work
7 there may be a crime committed and I'm there. It happens.
8 We have more arrests made by off duty police officers
9 than we do by on duty police officers at times. So that
10 happens a lot. And I just don't think that the money
11 notwithstanding, we're not millionaires. Coming to this
12 job they start today at \$35,000 a year. I don't think
13 they're going to come into a \$35,000 a year job and say
14 you have to live over here, you know. Now maybe the
15 officer says yeah it doesn't bother me, but boy my wife
16 and kids don't want to live here; the school system. I
17 don't want to send my kids here, I want to send them to
18 another school. You can't punish the wife and the
19 children, so it's a good idea, believe me it is, to have
20 the officers live there, but this city is so big that it
21 is not fair cause you're going to have only one little
22 section of the city that may have a half a dozen or more
23 officers that are living there and we have a lot of
24 officers that live in the high crime district, they don't

1 work in that particular district, maybe they work in the
2 district next to them, but they have to live somewhere.
3 So there are police officers living there. We have police
4 officers living in the Cabrini Green project, in the
5 Robert Taylor homes. There's police officers living
6 there. They don't necessarily work in that district, but
7 they live there.

8 MS. GRANEMANN: Yeah, but I'm not saying that
9 it has to be a directive, I'm just saying by their choice
10 of careers they've obligated themselves to certain
11 restrictions. Salesmen, if they want to work for a
12 different company, are sometimes shipped from different
13 regions to different areas. Doctors, if you want to work
14 with a particular hospital for a particular specialty, you
15 go to different areas. Lawyers, depend on what type of
16 field they operate in, I mean it just seems with every
17 profession, for quite a few professions, not necessarily
18 every one of them. There are certain demands made on what
19 you would consider to be personal freedoms and personal
20 choices, but by saying I choose this career, you've almost
21 given up some of those choices. And while I understand
22 that may be cost prohibitive maybe as a concession to try
23 to deter crime, the city would consider throwing in a cost
24 of living for those that might have to live in a higher

1 rent, but by the Police Department's own admission there
2 are probably a few of those police officers required in
3 those areas than there would be in some of the minority
4 areas. The schooling problem I think is a probably, a
5 real concern, but couldn't there at least be a compromise
6 where a certain percentage of the officers would live
7 there? I don't know, I guess to some extent they want
8 this privilege of being a police officer, it appears that
9 most of your officers appreciate their work and want to do
10 a good job, but they want it on their terms and that
11 sometimes can be self-defeating. If we're going to go
12 into a city that is crime ridden suddenly with the mind set
13 that we're going to rid it of crime, sometimes we have to
14 make some kind of choices and I guess I would just hope
15 that the FOP with some of it's members would understand
16 that this isn't necessarily I think a question to infringe
17 upon their personal rights, but if we're truly going to
18 join and fight crime, these are something of things we're
19 going to have to do.

20 MR. NOLAN: First of all, we have no
21 problem with that concept that if the officers wanted to
22 do it, we have no problem if they wanted to give these
23 officers, as you say, an additional cost of living raise
24 or if they want to give them other incentives that are

1 above and beyond what other officers would get, that would
2 be strictly a volunteer thing. We have no problem with
3 that and we would work with them and encourage them to do
4 as much as they want. We have our meetings every month.
5 We ask does anybody take part in this or gone out to see
6 about the program; nobody does. Nobody wants it.

7 MS. GRANEMANN: At what point is the city
8 going to say, just like with the test, this is the
9 testimony. There has been no testimony today as how the
10 test translates to effectiveness on the job. I mean this
11 is just a threshold. I at this point still have no reason
12 -- I don't know why this is such a critical test, you
13 know. I think at some point they're going to say, as has
14 been pointed out earlier, that we need a certain minority
15 population to confront some of the issues coming out of
16 the minority district.

17 MR. NOLAN: You're right, we agree with
18 that.

19 MS. GRANEMANN: And so I think maybe there
20 should be a merit component as opposed to this, strictly
21 this test.

22 MR. NOLAN: That has been brought up also,
23 but they have not told us how are they going to do the
24 merit component; what criteria they're going to use, let

1 us know what you're going to do. Is it going to be
2 another popularity contest? You're being promoted
3 because you're friends of the Alderman and you're not
4 being promoted because you don't know anybody; that kind
5 of stuff. As far as just a written exam, I can tell you
6 right here when some officers out there, that would make
7 excellent sergeants and lieutenants, but they cannot take
8 an examination, for some reason. They've got it up here.
9 They know the street and that's what we want. They know
10 the street, they know how to solve your crime, but when it
11 comes to answering a hundred questions, they freeze up,
12 they just can't do it. So maybe there should be, in
13 addition to that multiple choice, there should be other
14 criteria, too. Your seniority, your experience, stuff
15 like that, put that on there. I think our feeling is that
16 nobody should be promoted to the rank of sergeant until
17 they've had at least five years as a patrol officer out
18 there and then once they promoted to sergeant, they should
19 be in that rank for five years. We've had some people go
20 from patrolman to a captain in less than five years.

21 MS. GRANEMANN: So there's room for dialogue?

22 MR. NOLAN: Oh, sure, absolutely, and all
23 we're asking that the city give us a chance and don't just
24 forget. The idea that we're trying -- the perception that

1 we being the union we don't want to give anything at all
2 and that's not true at all. I think we've made a lot of
3 concessions in this contract. I think we've made the city
4 happy, our people not all of them are happy, but for the
5 most part they are. You can't please everybody. If I
6 could, I'd be president for life; but it just doesn't
7 happen. So that's quite a political thing, too. You have
8 to make enough happy so you get elected.

9 CHAIRMAN MATHEWSON: Okay. Thank you, Mr.
10 Nolan, for participating here today. We'll break down
11 briefly, just five minutes, please and we'll go ahead with
12 Mr. Starks next.

13 (A brief recess was taken.)

14 CHAIRMAN MATHEWSON: We'll resume our hearing
15 with Robert Starks, a familiar face before this Committee.
16 Mr. Starks, would you identify yourself for the record,
17 please?

18 MR. STARKS: Yes. For the record, Robert T.
19 Starks, Associate Professor, Political Science Inner City
20 Studies, Northeastern Illinois University.

21 CHAIRMAN MATHEWSON: Please proceed.

22 ROBERT L. STARKS

23 Thank you. Thank you for the
24 invitation and my comments will be very brief. I will

1 submit to the Commission a formal written testimony, but
2 today's testimony is verbal. I apologize for not having
3 written copies to hand out to you.

4 I'd like to begin by calling your
5 attention to the fact that the Mayor of the City of
6 Chicago two weeks ago asked the court, the federal court
7 to allow him to modify the Red Squad Consent Decree. The
8 Red Squad is basically the Chicago participation in what
9 was popularly known in the 70's as the Counter
10 Intelligence Program or Code Intel Program. As a result
11 of that program, there were several cases that came to the
12 federal courts filed by groups such as the Alliance to End
13 Repression and that all resulted in a consent decree which
14 said, in effect, that the police department, the City of
15 Chicago would not engage in abusive intrusions and spying
16 on domestic groups. The Mayor now wants to have that
17 consent decree modified so he can resume that kind of
18 activity in the City of Chicago. So I'm asking you;
19 Number 1, as a citizen who is concerned about this and one
20 who was spied upon in the '60s and '70s by the Red Squad,
21 I'm asking this Commission to first of all redefine or
22 expand it's definition of police brutality and police
23 abuse to include unlawful intrusions in public and private
24 lives. That is domestic spying. Obviously we understand

1 very clearly that the state, federal, and local
2 governments have the right and the responsibility to guard
3 the public against domestic terrorism, et cetera, whatever
4 that means--

5 CHAIRMAN MATHEWSON: Mr. Starks, excuse me,
6 I'm going to interrupt. I think the stenographer is
7 having a problem. Secondly, you're getting into
8 something here which may be relevant to this Committee and
9 to the city, but it really doesn't address our inquiry
10 here today. However, we have time at the end of this
11 meeting to address -- for anybody to address anything and
12 if you want to stay and take this up with us at this time,
13 we've heard what you've said obviously, but it really is
14 not our mind of inquiry here today. we're talking about,
15 as you know, something that is somewhat distinct, even
16 though it involves the Chicago Police Department and we
17 readily would like to proceed with the subject at hand and
18 very happy to hear you at 4:30 on the subject.

19 MR. STARKS: Unfortunately I will not be able
20 to stay.

21 CHAIRMAN MATHEWSON: You can submit something
22 --

23 MR. STARKS: I will submit my comments.
24 Mr. Mathewson, again I beg to disagree with you for the

1 record that this is irrelevant and has nothing to do with
2 what the question at hand is. Let me just refresh your
3 memory, Mr. Mathewson. If I recall, you actually covered
4 an event which was -- which came at the end of some very
5 serious Red Squad activity at the end of the 1960s. I call
6 your attention to December 9th, 1989 when the Chicago
7 Police, in cooperation with the FBI carried out a raid led
8 by the Cook County States Attorney Hanrahan and killed --
9 ended up killing two people and brutalizing and hurting
10 others, the so-called Black Panther Raid of 1969. That
11 was the end product of a Red Squad activity. I'm saying to
12 you if that's not police brutality, I submit to you I have
13 no business here and I would agree with you. Are we
14 saying that's not police brutality the killing of innocent
15 people?

16 CHAIRMAN MATHEWSON: This is serious business
17 you're talking about.

18 MR. STARKS: Very serious.

19 CHAIRMAN MATHEWSON: But indeed that is not
20 the subject of our hearing.

21 MR. STARKS: For the record, let me state
22 domestic spying which led to and includes, precipitates
23 the brutalization of private citizens, members and
24 representatives of groups to me is just as much police

1 brutality, abuse of police power as taking a gun and/or a
2 billy club and beating someone on the street. I'm asking,
3 I'm begging, I'm pleading, make the record say that I am
4 begging and pleading, Mr. Mathewson in particular and the
5 rest of the Commissioners to expand their definition of
6 police brutality, police abuse to includes the domestic
7 spying which violates the civil rights and the
8 constitutional rights of American citizens because what it
9 does is open the door for wholesale abuse on the part of
10 the police in the City of Chicago. The record shows that
11 that has happened. And if this Commission cannot consider
12 that, I am very, very disappointed in the U.S. Commission
13 on Civil Rights. Thank you and I will submit a formal
14 presentation. Thank you very much.

15 CHAIRMAN MATHEWSON: Questions for Mr. Starks?

16 MS PETERS: I would ask a question?

17 CHAIRMAN MATHEWSON: Okay, Connie Peters.

18 MS. PETERS: Thank you for coming and I
19 appreciate your clarifying your concerns and your
20 position. I moved my papers around somewhat because I
21 think I know how you jumped from one subject to another,
22 but I thought we were concerned today, correct me if I'm
23 wrong, Joe, with updating the findings that we had several
24 years ago that dealt with unequal protection perhaps in

1 Chicago of the African American community?

2 MR. STARKS: Exactly.

3 MS. PETERS: And I wondered if you wished
4 to comment other than the comments you just made on your
5 feelings on that subject?

6 MR. STARKS: Okay, well let me restate --

7 MS. PETERS: I understood what you said before
8 about the red squad.

9 MR. STARKS: And I'm being provocative and
10 at the same time trying to make sure that I'm relating.
11 Obviously the African American community has unequal
12 protection. In fact, on the streets of Chicago in the
13 African American community, African American youngsters as
14 well as adults have changed around the motto of the
15 Chicago Police Department which says we serve and protect.
16 It says in effect it serves and abuses. Not only is there
17 unequal protection in terms of protection against rape and
18 robbery and gang activity, et cetera, there is unequal
19 protection when it comes to the resolution of complaints
20 concerning the police. I'm saying to you there is
21 however, no unequal and it inequality more -- there are
22 more spies, more domestic abuse in the African American
23 Community than there is anywhere else. I'm saying to you
24 very clearly that this is a part and parcel of the unequal

1 protection that goes on in the African American community.
2 Instead of having policemen that are there to serve and
3 protect, the Chicago Police Department has engaged in, as
4 Mr. Joseph Mathewson can attest, having been a very
5 excellent reporter for many national news outlets in the
6 1960s that the Chicago Police Department actually did
7 engage in domestic spying and abuse and that was a part of
8 the unequal protection in the African American
9 community.

10 MS. PETERS: And that still continues?

11 MR. STARKS: Police is now saying we need
12 even more powers to come into the African American
13 community because everybody knows that when you talk about
14 domestic terrorists, the only people you're talking about
15 are African Americans or so called middle eastern
16 terrorist who can also be African American because, you
17 know, everybody knows that African Americans can be
18 Muslim. So that sort of thing, so you're opening a door
19 to even more abuse which aggravates an already unprotected
20 community. Now you help on top of that, a network of
21 spies who are also police as well as clergy men and other
22 people, private citizens, and then feed into this thing
23 which will probably escalate to another even like the one
24 that was see in 1969, that's my point.

1 MS. PETERS: Thank you.

2 CHAIRMAN MATHEWSON: Other questions? Tom
3 Pugh?

4 MR. PUGH: What kind of spying are you talking
5 about?

6 MR. STARKS: I'm glad you asked it, I'm so
7 glad, Mr. Pugh, you asked. I wanted someone to ask me
8 that. Let me tell you in 1990 as a part of this suit --

9 MR. PUGH: No, I'm talking about today. I
10 remember Fred Hampton. I remember the case better than
11 Joe does, than you do. Let's come to today. This is
12 1997.

13 MR. STARKS: Mr. Pugh, let me tell you it has
14 not stopped, that's the point I'm trying to make to you.
15 It has not stopped. It continues. It just goes under
16 different names. 1980, let me tell you --

17 MR. PUGH: No, tell me about 1997, that's my
18 question.

19 MR. STARKS: The Chicago Police Department has
20 infiltrated virtually every organization in the City of
21 Chicago in the black community, every organization that
22 presented or announces itself as being an organization
23 that is protecting or advocating the rights of citizens is
24 infiltrated. Now the excuse that's being used is that we

1 need to have domestic spying to infiltrate gang and drug
2 organizes in the City of Chicago. Now that on the face of
3 it, that sounds reasonable, right. But who have been
4 arrested in the last month for drug related crime in the
5 City of Chicago, Chicago policemen, Mr. Mathewson, on the
6 west side of Chicago and on the south side of Chicago.
7 Ironically, however, Ms. Granneman, the only policemen
8 that have been arrested have been African American
9 policemen and Hispanic policemen. No white policemen have
10 been involved or arrested in the so-called sting
11 operation. Isn't that interesting when we know, in fact,
12 that the people on the street level are at the bottom of
13 the food chain when it comes to the drug operation. And
14 we know that that drug operation could not exist without
15 some higher up approval, okay? Now, if the City of
16 Chicago cannot do any better than that, why do you want to
17 give them more power to abuse more people so that every
18 black kid; my son, my 18 years old son then becomes a gang
19 kid because there's no way you can tell if a kid is a
20 member of a gang or not because for the Chicago police for
21 the most part my black kid, 16 years old, is a gang member
22 and he is -- his rights are abused, the whole bit. That's
23 what I'm talking about. That has not stopped. It has
24 continued. Now the police wants more powers to do more of

1 that, all under the guise of to stop preventing domestic
2 terrorism such as what happened in New York and to prevent
3 gang violence and drug violence, which has escalated, has
4 not decreased, has increased. Yet the police are
5 continuing to do the same, continuing to infiltrate spies,
6 et cetera, et cetera. That's my point.

7 CHAIRMAN MATHEWSON: Hugh Schwartzberg?

8 MR. SCHWARTZBERG: I think, one, I'm required
9 to make a declaration for our interest under the rules.
10 At the time of the Democratic Convention I was the person
11 who arranged the surrender under developing of certain of
12 the people who were out on warrants incidents to the Black
13 Panther matter who were afraid that if I were not the
14 person who did, so they might suffer violence. I simply
15 state that as a matter of record. I also state, as a
16 matter of record, that it had been my opinion that we were
17 working on the question of updating the report from
18 September of 1993 dealing in general police protection in
19 the African American community in Chicago and I felt that
20 your initial remarks were outside that scope. You have,
21 however, stated your belief that all black organizations
22 are the subject of police infiltration. Without placing
23 any weight of belief or unbelief on my part in that
24 statement, are you claiming that there is at the moment on

1 the part of the police force of the City of Chicago a
2 violation of the consent decree?

3 MR. STARKS: Yes, sir.

4 MR. SCHWARTZBERG: I would suggest that if you
5 believe that there is a violation of the consent decree,
6 then I would like to see in writing whatever you consider
7 to be a violation.

8 MR. STARKS: Yes, I will submit that.

9 MR. SCHWARTZBERG: And I suppose technically
10 that might fall within the ambit of our inquiry. But I
11 would like it to be very specific and I'd like to have the
12 basis for the belief.

13 MR. STARKS: And you realize, Mr.
14 Schwartzberg, that as a lawyer and a very excellent one
15 who has worked in the civil rights field, you realize of
16 course that discover is the method that brings, unearths
17 those kinds of specifics, right?

18 MR. SCHWARTZBERG: That's a different
19 question. The question is, is there any evidence at the
20 moment short of discovery that that is the case? The fact
21 that this might be an interesting thing to run on a
22 discovery or fishing expedition I think is a separate
23 question than the question is there a present violation.
24 There is a serious question presently before the various

1 institutions of this city as to whether or not there
2 should be a modification of that order. But I do not at
3 this point know of anyone, other than yourself, who has
4 made the claim that the order is presently being violated.
5 And I will, therefore, like to see the basis on which that
6 claim is made.

7 MR. STARKS: I will provide that, okay, short
8 of records that are kept, which records that are kept by
9 the police. You realize, of course, that I don't have the
10 subpoena powers to subpoena those records and give you
11 that kind of detailed information.

12 MR. SCHWARTZBERG: I understand that. You
13 are saying you are stating a belief rather than--

14 MR. STARKS: No, I am stating it's evidence,
15 but I can't give you the level of detail that you seem to
16 be asking for, but I will give you evidence as I have,
17 okay?

18 MR. SCHWARTZBERG: Thank you.

19 CHAIRMAN MATHEWSON: Dorris Roberts?

20 MR. ROBERTS: You participated in the
21 original study that was done here, Police Protection of
22 the African American Community in Chicago. You are
23 familiar with the findings and you're also familiar with
24 the response from the police department. Based upon the

1 findings of the Committee and the response from the police
2 department what is your overall summation of the
3 activities from 1973 up to 1997 where we are now?

4 MR. STARKS: My overall assessment is that
5 the Chicago Police Department is entrenched. It has no
6 intentions of changing it's activity. It will do
7 everything that it possibly can to give the appearance of
8 change, but no substantive institutional change will occur
9 until there is some serious commitment from the top down
10 that will go to the very foundation, the very structure of
11 the Chicago Police Department. It's obscene and savage
12 that in a city where African American people constitute
13 almost 50 percent of the population and there are I mean
14 the command structure is almost lily white, even more
15 savage is a police department that has like 80, 85 percent
16 white, primarily Irish detectives investigate serious
17 crime in the African American community where there are
18 very, very few African Americans in the detective division
19 of the city in the city police department.

20 Okay we're talking about some
21 serious things and I beg to differ very seriously with
22 anybody who believes that there is no connection between
23 the unequal protection and the brutalization that goes on
24 in the black community and the specter of the red squad

1 coming back in full swing in the city. There's obvious
2 connection and I suppose if you were the brunt of it, if
3 you were sitting where I sit, if you were sitting in my
4 shoes, you would see the connection, okay?

5 CHAIRMAN MATHEWSON: Anything else? Thank you
6 again, Professor Starks. Nice to see you.

7 (A brief recess was taken.)

8 CHAIRMAN MATHEWSON: Our next presenter is
9 LaDonna Sanders.

10 LA DONNA SANDERS

11 NORTHWEST AUSTIN COUNCIL

12 My name is LaDonna Sanders, I work with
13 the Northwest Austin Council. I'm also a resident of
14 Austin. I'm filling in for Leola Spann who is the
15 President of the Board of the Northwest Austin Council.
16 She's ill and could not be with us today.

17 CHAIRMAN MATHEWSON: Welcome and please
18 proceed with your statement.

19 MS. SANDERS: Thank you. It's a relatively
20 short statement, but what we focused on with preparing for
21 this day, we talked about police protection in the African
22 American community and specifically what we saw in Austin,
23 as a resident of Austin and as a community organizer. We
24 felt that what we needed in Austin was first and foremost,

1 better patrolling. We see that in other communities or
2 other neighborhoods there is not any room for open air
3 drug market because the police presence is available and
4 they're seen and that acts as a deterrent to open air drug
5 markets. We felt if there were enough police to patrol
6 that would prevent drug dealer from taking hold of
7 community in the way they have in certain aspects of
8 Austin.

9 I had made some connections between
10 some of the other findings in the report and I think that
11 this one, the first one and our second comment have a lot
12 to do with the third finding of your report. We felt that
13 there should also be more investigations of open air drug
14 markets; who runs them, how they're established, where do
15 these people come from? We would like to believe that all
16 of them come from gangs, but I think that that's probably
17 something upon investigation that we may find that there
18 are a few that are ran by gangs, but perhaps some are run
19 by neighborhood families. We found many different variety
20 of people who are in the narcotics trading business.

21 The third point would be we would like
22 to see more walking patrols in our area. We would like to
23 see walking patrols as well as riding patrols, police
24 officers actually out in the neighborhood, riding through,

1 walking through as best they can. In our community the
2 police tend not to get out of their cars and they just
3 kind of ride by. Many officers seem to be fearful of
4 working in the neighborhood, so I don't really know how to
5 address that. I suppose that they would have a reason to
6 be afraid with all the violence that's out there, but they
7 also have to be willing -- they took a job where they have
8 to be willing to work in the community and get out of
9 their cars and investigate what's going on on the corners.
10 Ms. Spann and I had talked about several situations that
11 are not too far from our home, but one of them is there's
12 always a group of young men selling drugs on a corner at
13 Division and there's a police car or squad care that will
14 drive right by them or the squad car will sit two, three
15 blocks away while there are 15 or 16 young people running
16 drug trade up and down a particular street in Austin. And
17 the question is, you know, why won't they do anything?
18 Why won't they stop them or even see what's going on on
19 this very busy street at 9:00 o'clock at night. I think
20 that addresses the findings of the last time.

21 The fourth point that we have is that
22 racial diversity and sensitivity is lacking in our
23 community. The is a -- this district is staffed mostly by
24 white officers, yet that particular district in Austin is

1 predominantly African American, over 90 percent in the
2 15th district. Black on black crime is not investigated
3 vigorously. Last week there was the murder of the taxicab
4 drivers in Austin and that pretty much disappeared from
5 the media. It really took our organization and a couple
6 of other organizations initiative to have the media come
7 out to talk about what was going on in our communities,
8 that we weren't going to just sit back and allow people to
9 be murdered, you know, in our community and we felt that
10 the community organizations did that. It wasn't at the
11 call of the police or anything like that. There wasn't an
12 intense enough, we felt, investigation and really right
13 now don't really know what's going on. We received a
14 composite of the young man that is being accused of these
15 murders at this point, but virtually right now it really,
16 we don't really know what's going on. We definitely feel
17 that the police can also be positive role models in our
18 community and many of our community meetings we end up
19 talking about young people and the youth. We can start
20 talking about city services, but we always end up talking
21 about our young people. So we felt that the police could
22 also contribute to the community by being more accessible
23 to those young people and other community organizations as
24 role models, as mentors, as whatever we could, whatever

1 they would be willing to do, we would be willing to have
2 them do. In our community, community policing also has
3 it's problems at this point with the recent arrest of
4 several police officers in Austin, many community
5 residents have lost a bit of faith or trust in the
6 community policing system. So it's going to really take
7 the community organizations going back out into the
8 community and getting people reinvested in the community
9 policing effort and we've seen a decline in meeting
10 participation in people just really kind of angry and very
11 weary that it really bought into something that they
12 thought would work. And to have these officers arrested
13 was, I think, was troubling to many of the community
14 residents because those were officers that many people had
15 worked with and made complaints to, many people made
16 complaints about. But it's really just troubled the
17 neighborhood and that's pretty much all we have to say.

18 CHAIRMAN MATHEWSON: Thank you. Questions for
19 LaDonna Sanders?

20 Janie Khoury?

21 MS. KHOURY: No.

22 CHAIRMAN MATHEWSON: Dorris Roberts?

23 MR. ROBERTS: Come back to me, okay?

24 CHAIRMAN MATHEWSON: Hugh Schwartzberg?

1 MR. SCHWARTZBERG: Pass.

2 CHAIRMAN MATHEWSON: Faye Lyon?

3 MS. GRANEMANN: You had mentioned just
4 briefly here at the end that some of these citizens have
5 complaints about these officers. Is there a mechanism by
6 which these citizens can go to someone above these
7 officers and deal with these issues so that's in place?
8 In other words, you don't feel like you have to go to just
9 the officers, you can go higher up if you need to?

10 MS. SANDERS: Theoretically, and I hope I
11 get the name of the office right, but the Office of
12 Professional Standards is the place where citizens can
13 make complaints regarding the police officers. What had
14 happened in Austin was that many of the complaints had
15 been made by community residents, but for some reason they
16 weren't logged. Or if they made a complaint about a
17 police officer, it came back to them by someone knowing
18 that they made this complaint. So, what the
19 community-based organizations have attempted to do is to
20 form some type of hotline where we will take the
21 complaints from the residents and present them and
22 hopefully try to track them as far as what actually
23 happens to a complaint when it's made against a police
24 officer.

1 MS. GRANEMANN: So, in other words, in Austin this
2 isn't necessarily a mechanism in place in every community,
3 but at least in Austin you're creating a community-based
4 forum and then you will deal with the police department?

5 MS. SANDERS: Yeah. We want to be able to
6 track what happens with the complaint. If it's actually
7 followed through on. What was the finding? What
8 happened. A host of questions go unanswered and I think
9 that that is a big part of the problem when we talk about
10 police accountability that we can make the complaints, but
11 we don't really know what happens. Was there any
12 disciplinary action? Was this person suspended or what
13 action just kind of go on and we get no feedback as a
14 community or as an organization.

15 MS. GRANEMANN: And do you feel that that's
16 an important function in that maybe it would reaffirm the
17 trust that might have been established? Do you have any
18 conversations with other districts to know whether or not
19 this is taking place in the other districts?

20 MS. SANDERS: Well, Austin is a pretty large
21 community and we have two police district in it. We have
22 the 15th district and the 25th district and it takes place
23 in that district as well. So, it's something that really
24 needs more thorough investigation as to how are those

1 complaints from community residents followed through on
2 and, you know, right now we haven't really been able to
3 make heads or tails out of it. But we're still working at
4 it.

5 MS. GRANEMANN: Thank you.

6 CHAIRMAN MATHEWSON: Rosemary Bombella?

7 MS. BOMBELLA: I don't have any questions.

8 CHAIRMAN MATHEWSON: Tom Pugh?

9 MR. PUGH: The CAPS program, does it have any
10 impact?

11 MS. SANDERS: Yes, I think it did have an
12 impact. I think community residents felt that there was a
13 place for them to take their complaints and concerns where
14 police officers could hear them and respond to them.
15 There were some problems with that. Many police officers
16 didn't want to be there, didn't want to respond to the
17 complaints, wanted to run the meetings. So there was
18 this kind of vying for control. Some CAPS meetings that
19 run better than others where the community is in control
20 of the meeting and the police come, bring the information
21 and they feel that they're being responded to and they
22 have a good working relationship with those beat officers.
23 In some of those very good meetings what happens to
24 undermine the meeting is that those police officers are

1 often moved. When I think there was an agreement that the
2 beat officer would stay the beat officers for a specified
3 period of time what happens in practice is that that
4 person moves and sometimes it's because the police officer
5 really doesn't want to be a beat officer or a neighborhood
6 relations officer. So when they get an opportunity to
7 leave, they do.

8 MR. PUGH: Is the community perception of CAPS
9 a little more than it's a meeting where you can come to,
10 they don't have any follow up. They don't do anything,
11 except at the meeting.

12 MS. SANDERS: I think it's a little more
13 than that.

14 MR. PUGH: How much more, the complaints that
15 you're talking about?

16 MS. SANDERS: We come from the community
17 that's very vocal. Austin residents get very involved in
18 things, so I would say it's more of an opportunity for
19 residents to get involved and residents have taken
20 advantage of that. It hasn't worked extremely well, but
21 that's been okay, too, because it worked better in some
22 beats, in 15 than it has in others. But it's something
23 that still has some bugs in it that have to be worked out.

24 MR. PUGH: I'm struggling trying to find out

1 is there any community policing taking place as a result
2 of this or is it just a place where people of the
3 community can come and shout at police officers if they
4 feel like it?

5 MS. SANDERS: I think there is some
6 community policing taking place, but I think that the
7 other point is there are some meetings where police
8 officers, people are complaining and police officers are
9 listening or not listening. I think it both, it's both
10 kinds of meetings. I think that when you have a community
11 that has as many concerns as Austin that there are going
12 to be some upset people in those meetings and they're
13 going to want resolution right away.

14 So there has to be space in those
15 meetings for that as well as police officers providing
16 some accountability of what happened, how many people they
17 arrested, all the statistics and stuff that they go
18 through at the meetings. But to actually sit down and do
19 the problem solving has been very difficult because I
20 think we're always playing catch up with everything,
21 things have already happened. How do we solve them? I'm
22 not sure if I'm answering your question, but I think it's
23 both kinds of meetings.

24 MR. PUGH: What I'm driving at really, someone

1 said earlier it's a good public relations program for the
2 Police Department, is that true?

3 MS. SANDERS: Yeah, to a degree that is
4 true.

5 MR. PUGH: Is it anything more than that?

6 MS. SANDERS: And it's a little more than
7 that.

8 MR. PUGH: A little more?

9 MS. SANDERS: It's a little more than that.
10 There is actual work that's going on that people who are
11 residents who have invested in the community policing
12 program and they are getting results out of it. And there
13 are other residents that have also invested in it are not
14 as satisfied and it's a good public relations campaign for
15 the police department. I think the community residents
16 and community-based organizations are the ones that are
17 really going to make it work, if it's going to work.

18 CHAIRMAN MATHEWSON: Connie Peters?

19 MS. PETERS: Yes, please. You mentioned in
20 answer to Faye's question that you have gone to or
21 comments to questions that you as an organization have
22 taken over the responsibility of communicating the
23 concerns of the individuals to the police so you can track
24 the results. Are you getting better tracking?

1 MS. SANDERS: We haven't done that yet.
2 We're in the process of working it out. We were working
3 with a community -- there's a community or grassroots
4 community organization in the Austin area, so as a
5 collaboration we're looking at how to do that. We've had
6 a series of meetings with the Office of Professional
7 Standards and with community residents to see which would
8 be the best way to proceed.

9 MS. PETERS: And my other question was part
10 of that and maybe you don't have that information yet
11 either. Are you then able to better protect the anonymity
12 of the person who makes the original complaint?

13 MS. SANDERS: I think we've done things like
14 tip hotlines where people call and say that there is a
15 group of people on my corner selling drugs and they will
16 make that complaint, call our office anonymously. We will
17 take that information and pass it on to the police, or if
18 there is any other kind of tips like there has been a
19 rapist in the community, people can call this number and
20 give information about who that person may be.

21 MS. PETERS: And those people are being
22 protected?

23 MS. SANDERS: And those people are
24 protected.

1 MS. PETERS: Thank you.

2 CHAIRMAN MATHEWSON: Dorris Roberts?

3 MR. ROBERTS: The Northwest Austin Council,
4 just to the north of your organization aren't there some
5 Hispanic organizations that you are working with?

6 MS. SANDERS: We haven't because Austin is
7 so big, in some of our work we work with the other
8 organizations, like we have a court advocacy program in 25
9 and that's a very active group of people and that is where
10 a lot of the work with the Hispanic groups and some of the
11 other European organizations, we all work together on the
12 court advocacy.

13 MR. ROBERTS: In working with the CAPS program
14 following the business or the December incident with the
15 seven policemen, give us your opinion of the deterioration
16 or status of community policing in your area now?

17 MS. SANDERS: With the summer months coming
18 up and the community organizers going out in the
19 community, I anticipate that there will be a lot more
20 activity at community meetings, beat meetings and I
21 anticipate that for a couple of reasons. I think that
22 people are very tired of police officers being accused of
23 some of everything. What they want is accountability and
24 I think that they have learned or feel that the beat

1 meetings will give them some accountability. But after
2 being angry and feeling like they had been used or in some
3 way just not respected, I think that people will come back
4 to the organizations. We had a very large community
5 meeting where we invited out the police and the mayor and
6 we had over 200 people at that meeting who were really
7 upset and wanted to have a voice in that. So I think that
8 the beat meetings, the attendance will pick up.

9 MR. ROBERTS: Do you think that they will work
10 closely with the district as it stands now or, well, of
11 course, we've got a change. Richardson is now in there.

12 MS. SANDERS: Commander Richardson is now the
13 commanding officer there. I think they will, I think
14 they'll give him a chance to see what he can do. He's
15 been, I think he's been out in the community. He's very
16 much a law enforcement officer. He's been very supportive
17 of a number of after school programs and things where
18 we've needed additional security. So I think he's proving
19 that he is interested in community policing and he is
20 interested in the community's ideas and I think that will
21 go a long way towards having community residents
22 participate in the beat meetings.

23 MR. ROBERTS: And now under Richardson most
24 of the detectives which has come up repeatedly today, most

1 of the detectives and all of your districts are white. Is
2 that a positive or is that a negative or how do you think
3 the community will respond?

4 MS. SANDERS: That's pretty much a negative.
5 What's felt is there needs to be more African American
6 police officers in the community just to create or those
7 police officers have to be a lot more sensitive to the
8 issues that are in the African American community. And
9 they have to be willing to police that community as
10 vigorously as they would police their own.

11 MR. ROBERTS: Okay.

12 CHAIRMAN MATHEWSON: What's your perception of
13 the quality of police patrol in the Austin community now
14 versus four years ago when, you know, this Committee found
15 that the African American communities are, in our view,
16 were being under patrolled considering their size,
17 considering the frequency of crimes reported? Are we any
18 better off than we were four years ago? Is it the same?
19 Is it worse?

20 MS. SANDERS: I don't believe so. I think it
21 may even be worse. I live not too far from Division
22 Street, which is between -- the area I'm speaking of is
23 between Central and Austin and on that street there are
24 about three open air drug markets and I don't know if it's

1 the same group of people that are running all three or
2 what, but I know that they're there and I know that some
3 of the business owners have made complaints regarding the
4 number of people that are on that corner and for some
5 reason or another, the complaints get back to the group of
6 people who are on the street and they seek retaliation
7 against some of the business owners. I don't know why
8 those young people can't be moved out of that street with
9 the activity that's going on. And when the police patrol
10 cars drive by, I think I see them fairly regularly, I
11 would say and I have to say that Division Street is a
12 touchy point between the 15th and the 25th Districts
13 because it's the dividing line between those two
14 districts; the south side of the street is the 15th
15 District and the north side of the street is the 25th
16 district. So, it's kind of like they can go back and
17 forth across the street and it's someone else's
18 responsibility now and that gets lost. So those crimes
19 that were committed don't really get processed or
20 whatever. I don't see a lot of patrols in our area, even
21 on the residential streets where I live and I get around
22 in Austin pretty much because of what I do for a living.
23 I don't see a lot of police cars and sometimes when I do
24 see them, I see them sitting or driving by illegal

1 activities that I can see is illegal because I see it all
2 the time, time and time again. So I think that there
3 needs to be more patrols, but police officers are also to
4 get out and really find out what's going on when there's
5 15, 16 people flagging down cars, yelling rocks and blows
6 and things like that. You can drive down the street on
7 the west side of Chicago and actually be approached in
8 your car for someone asking you if you want to buy cocaine
9 or if you want to buy heroine and I don't know why that's
10 allowed in our area and I can go to Oak Park and it's not
11 allowed over there, which is not in Chicago. But there's
12 nobody in Oak Park yelling rocks and blows when my car
13 drives by on the corner.

14 CHAIRMAN MATHEWSON: And you're saying these
15 things didn't occur or --

16 MS. SANDERS: Four or five years ago it
17 wasn't as common. It's very, very common. That
18 particular thing is very, very common. Before it wasn't
19 as common with the actual walking up to a car and saying
20 this is what I have, this is what I'm selling. That
21 wasn't common, but now it's very common.

22 MR. PUGH: Do you see that happening in other
23 neighborhoods in Chicago?

24 MS. SANDERS: I have to admit that I live in

1 and pretty much stay on the west side of Chicago, so I'm
2 speaking about Austin specifically. But further east
3 where we go into the 11th precinct, district, 11th
4 district and I'm not sure what the district is on the
5 other side of Western, when you go further east on
6 Washington or that area, it's pretty much the same in
7 those areas though I've been in those areas and people
8 have approached me that way.

9 MR. PUGH: Are most of the police cars
10 manned by white officers?

11 MS. SANDERS: Yes.

12 MR. PUGH: Is the neighborhood predominantly
13 black?

14 MS. SANDERS: Uh-huh, yes.

15 CHAIRMAN MATHEWSON: I'm curious. You made
16 the comments that sometimes drug dealers on the street are
17 reported by merchants or business men or residents and
18 somehow the drug dealers learn that this complaint has
19 been phoned in, what, if anything, do the police do when
20 complaints like this are phoned in? Do they appear? Do
21 they take action?

22 MS. SANDERS: Well, my understanding is that
23 some of the police officers have been the ones that have
24 given the information to these people who are on the

1 corner selling drugs. We as an organization did an action
2 last summer in front of a church and what we did was
3 basically disrupt the drug activity for that night by
4 having what we call a smoke out, and while we were on that
5 corner, the drug dealers were across the street, but they
6 couldn't conduct any business. We had 200, 300 people
7 outside with bull horns and police and everything. Well
8 they wanted to know who was responsible for having this
9 thing on their corner and they approached or they were
10 told that the pastor of the church was the one who wanted
11 this to happen, wanted them off the corner and they
12 approached him and said that, you know, they could buy him
13 off, pay him or whatever, but they just didn't want any
14 more of their drug sales interrupted and that information
15 came from the police department, which is how they got it
16 and that's what they told the pastor of the church that
17 that's who told them. So there's no way to find out or go
18 back and say, you know, how did they find this out? I
19 mean I think that was addressed, but it just creates a
20 level of distrust between the community residents who are
21 working in community policing when that kind of thing
22 happens, when it gets back to the people who make the
23 complaints.

24 CHAIRMAN MATHEWSON: But do the police

1 respond? Do they take action when someone complains of an
2 apparent drug deal going or drug market going on?

3 MS. SANDERS: No, I don't think they do.

4 No, I haven't seen it. We've made complaints, the owners
5 have made complaints about a particular market that's
6 going on and nothing has happened.

7 CHAIRMAN MATHEWSON: Nothing, absolutely
8 nothing?

9 MS. SANDERS: No.

10 MS. GRANEMANN: Not even an unmarked squad car
11 that might follow, you know, 15, 20 minutes later or teams
12 who are kind of surveying and watching it to maybe
13 hopefully led them up the ranks, nothing like that. You
14 don't see any evidence of that?

15 MS. SANDERS: No. I mean it's few and far
16 between. I mean I don't know that it happens immediately
17 after the phone call is made or it happens two days later.
18 That's kind of hard to say. But I know that they're out
19 there and --

20 MS. GRANEMANN: In other words, if you see
21 them on Monday, they're still there--

22 MS. SANDERS: Come Friday they're still there.

23 MS. GRANEMANN: Okay, and it's not different
24 individuals, it's the same?

1 MS. SANDERS: The same individuals.

2 CHAIRMAN MATHEWSON: Have you taken this up
3 with the new commander?

4 MS. SANDERS: There was some conversation
5 with him. I'm sure that Ms. Spann called him a day or two
6 ago to make a very clear complaint about a particular
7 corner that's in front of a business and I'm not sure what
8 the follow up was behind that, but we'll be watching very
9 carefully because this building was also torched at one
10 point. So the people in front of it are very serious
11 about wanting to stay there and willing to hurt people to
12 do that.

13 CHAIRMAN MATHEWSON: Is anybody documenting
14 this evidence the appearance that you perceive of drug
15 dealings, drug markets taking place, calls to police,
16 response, non response by the police?

17 MS. SANDERS: I don't believe so.

18 MS. GRANEMANN: That's what you're going to
19 do, right?

20 MS. SANDERS: We're doing that in a way just
21 when there's police brutality or people think that the
22 police are on the take from someone. That's what the tip
23 hotline is for, to be able to make those complaints and
24 protect people. But no one, I don't believe, is actually

1 registering, we called this person and this didn't happen.
2 I don't believe so. We will follow up as an organization
3 what we do, so, but we don't know how many community
4 residents have called and made a complaint or we could
5 find out how many complaints the business owner has made,
6 but if there are other people who are making those
7 complaints, we really wouldn't know.

8 CHAIRMAN MATHEWSON: Any other questions? We
9 thank you very much for coming here today.

10 MS. SANDERS: Thank you.

11 CHAIRMAN MATHEWSON: Do you have any
12 information about the other people who are scheduled
13 today?

14 (A recess was taken.)

15 CHAIRMAN MATHEWSON: Let the record
16 show it's now 4:35 and we announced that we would be in
17 public session for hearing to hear any citizens on any
18 subject at 4:30 and let the record further show that no
19 one has arrived in the room for that purpose. And,
20 therefore, unless there's any business to conduct, the
21 meeting is adjourned. The open session is adjourn.

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STATE OF ILLINOIS)
COUNTY OF COOK)

I, VERNITA HALSELL-POWELL, a Certified
Shorthand Reporter and Notary Public within and for the
County of Cook, State of Illinois, hereby certify that I
reported in shorthand the testimony given at the
above-entitled cause, and state that this is a true and
accurate transcription of my shorthand notes so taken as
aforesaid.

Vernita Halsell-Powell

VERNITA HALSELL-POWELL, CSR NO. 084-001831