

IN THE UNITED STATES DISTRICT COURT  
EASTERN DISTRICT OF MISSOURI  
EASTERN DIVISION - ST. LOUIS  
BEFORE THE HONORABLE CATHERINE D. PERRY  
DISTRICT JUDGE

UNITED STATES OF AMERICA,	)	
	)	
Plaintiff,	)	
vs.	)	4:16-CV-00180-CDP
	)	
CITY OF FERGUSON, MISSOURI,	)	
	)	
Defendant.	)	

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- STATUS HEARING -

JULY 22ND, 2025

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1 - STATUS HEARING -

2 JULY 22ND, 2025

3 PROCEEDINGS IN OPEN COURT

4 AT 10:04 A.M.:

5 THE COURT: Good morning. We're here in the case of  
6 *United States of America vs. The City of Ferguson*, Case Number  
7 4:16-CV-180. We are here for a Status Conference. A quarterly  
8 Status Conference. I'm pleased to see so many people here in  
9 attendance.

10 Let me start by reminding you that we are having --  
11 this is being broadcast on the Court's web page or YouTube page.  
12 I'm not sure exactly how we do it. I guess it's on the web  
13 page. And any recording or transmitting of this is prohibited.  
14 That's the national rule by the Judicial Conference of the  
15 United States and violations could result in some kind of  
16 sanctions.

17 I'm going to ask the Clerk to read the standard  
18 warning.

19 DEPUTY CLERK: All participants are reminded of  
20 the prohibitions regarding photographing, recording and  
21 broadcasting of court proceedings. Participants who violate  
22 Local Rule 13.02 may face sanctions, including restricted entry  
23 to future hearings, denial of entry to future hearings, or any  
24 other sanctions deemed necessary by the judicial officer.

25 THE COURT: Thank you.

1 All right. I'm going to ask the lawyers first to just  
2 stand and state your appearance for the record.

3 Mr. Sheehan?

4 MR. SHEEHAN: Nick Sheehan for the United States,  
5 Your Honor.

6 THE COURT: All right. Thank you.

7 And for the City of Ferguson?

8 MR. CAREY: Apollo Carey for the City of Ferguson.

9 MR. CARTER: And Daniel Carter for the City.

10 THE COURT: All right. And would the Monitor please  
11 state her appearance, as well.

12 DEPUTY MONITOR TIDWELL: Good morning, Judge. I don't  
13 have a microphone so ...

14 THE COURT: That's okay. We can hear you.

15 DEPUTY MONITOR TIDWELL: Natasha Tidwell for the  
16 Monitoring team.

17 THE COURT: Thank you.

18 As I said, I am pleased to see the turnout here today.  
19 I know that people are concerned about what's going on but  
20 I think it's really important that we have such a large group of  
21 interested and engaged citizens in this.

22 Mr. Carey, why don't you take the time right now to  
23 introduce the City officials who are here with you.

24 MR. CAREY: Sure. I'm happy to do that, Your Honor.

25 I see -- I'll start with our Mayor, Ella Jones. I see

1 Councilman Kasoff. I see Councilwoman Covington. From the  
2 Council I think that is all I see.

3 But obviously we have our City Manager and Fire Chief,  
4 Chief Hampton. We have Captain Dilworth with us. We have Lisa  
5 Stephens and Michelle Richmond, who you interact with on a  
6 monthly basis. And obviously we have our Consent Decree  
7 Coordinator, Ms. Pat Washington, with us today.

8 THE COURT: All right.

9 MR. CAREY: Oh, and just coming into the courtroom is  
10 Councilwoman Noah.

11 THE COURT: Yes. Thank you. And like I say,  
12 I appreciate having you there.

13 - COMMENTS BY THE COURT -

14 THE COURT: I do want to mention a couple of things.  
15 I did receive quite a few letters that were sent to the Monitor  
16 and provided to me and, as always, we will keep those letters.  
17 They won't actually be docketed in the court file, for  
18 everyone's privacy interest, but there are things that I know  
19 I appreciate hearing and I've considered that and I thank  
20 everyone for their input.

21 Most of the comments, not surprisingly, express  
22 concerns about the recent City Council budget decision that has  
23 been reported in the press, as well as sort of the comments  
24 about the progress of compliance with the Consent Decree.

25 I just wanted to make a couple of statements before we

1 start and hear from everyone what's going on. As I've said  
2 before in these hearings, the Consent Decree is not just an  
3 agreement between the parties. It's obviously an order of the  
4 Court. And just like any other order, if either side violates  
5 it, there could be penalties, including contempt of court.

6 In this case, however, what's happened is that because  
7 this was a settlement and because of the good faith shown by  
8 everyone, instead of making accusations or wasting time arguing  
9 about the past, up to this point the City and the Department of  
10 Justice have worked together cooperatively to make the reforms  
11 that are contemplated by the Decree. Both sides have acted at  
12 all times in good faith. Neither side has filed motions asking  
13 for contempt of court. Neither side has filed any motions  
14 asking that any part of the Decree be terminated. And as I've  
15 said before, nothing in the Decree can be changed without Court  
16 approval.

17 In 2016, when the parties agreed to this Consent  
18 Decree, everyone involved recognized that reform was necessary.  
19 The Department of Justice at that time, based on everything  
20 I saw at the time and that I think everyone knew about, was  
21 prepared to present substantial evidence that Ferguson's  
22 practices violated many people's constitutional rights. I think  
23 everyone knew that things needed to change and things have been  
24 changed. Real progress has been made and real progress is being  
25 made now.

1           What's going on right now is really very good progress,  
2 and this is a result of the hard work of the current team who is  
3 here, and the support of the City and the people who are doing  
4 all the work to implement this. You have an excellent group of  
5 professionals who are working very hard to meet the requirements  
6 of the Decree and to bring Ferguson's practices into compliance  
7 with the constitution.

8           Obviously, real reform takes time and money. But  
9 fighting this in court, you know, which was an option for  
10 Ferguson when the case was originally filed, would have cost  
11 more money and the results could have been anything. But as  
12 I tell parties in all cases when they're talking about whether  
13 they should settle or litigate, litigation costs a lot of money  
14 and if you lose -- and in this case, you know, the City would  
15 still have to pay the money for the reforms if they lost because  
16 that would be the remedy. So it's not like this is ...

17           Well, I mean it was a very reasoned decision made at  
18 the time by the City to not fight this, and I'm very pleased  
19 that they did because I can see and we've all seen -- even  
20 though it's taken a lot longer than we all wanted for a lot of  
21 good reasons that nobody could prevent -- we all could see that  
22 reform was needed and it has really been very substantial, what  
23 has been going on.

24           And I think that the parties who have been working on  
25 this every day, the employees of the City and the employees of

1 the Police Department, really deserve a lot of respect from the  
2 community because they have been doing exactly what the law  
3 requires and exactly what the Consent Decree requires.

4 So I'm urging everyone not to stop the momentum that we  
5 have going now. It's good momentum, and the team that's in  
6 place is moving along more quickly and more efficiently than at  
7 any time before now. So that's my comment.

8 And I'd like to hear the reports from the parties. And  
9 obviously everybody is entitled to take the positions they take,  
10 but I want to tell from you that from my point of view, things  
11 have been going well.

12 Go ahead, Mr. Carey.

13 Oh, and Mr. Sheehan, I meant to say we welcome you to  
14 the case. Your colleagues who were here and handling the case  
15 before were excellent lawyers and I expect exactly the same of  
16 you and have no reason to doubt that that's what we're going to  
17 have.

18 So Mr. Carey, go ahead.

19 - STATUS REPORT -

20 OF APOLLO CAREY, ESQ.

21 MR. CAREY: Thank you, Judge.

22 I appreciate your opening comments there. You sort of  
23 maybe even short-circuited a little bit of mine so mine will be  
24 a little more brief before I turn it over to the Consent Decree  
25 Coordinator to give the Court, as well as the public, a bit more



1 of a detailed update.

2 But what I will say is that we appreciate the Court's  
3 recognition of the progress that's being made right now as it  
4 relates to the Consent Decree, and the hard work that the people  
5 who have been working on the Consent Decree have been putting  
6 in.

7 You know, you kind of spoke about, I don't want to  
8 necessarily call it the elephant in the room, but the issue of  
9 the budget and the Council and the recent budgeting decisions  
10 that have been made. And I want to kind of address that at a  
11 30,000 foot level.

12 What I'll say, Your Honor, about that is, you know, the  
13 Consent Decree obviously requires the City -- the Consent  
14 Decree, as currently written, requires the City to, you know,  
15 obviously fund the reforms, the efforts that are taking place  
16 underneath the current document. I think I've said this to the  
17 Court before. You know, within certain factions of the City  
18 there is Consent Decree fatigue, right? You know, we've been  
19 under the Consent Decree for ten years.

20 You mentioned how it was when we first set it up.  
21 I think I remember standing in this courtroom and maybe hearing  
22 a comment that, I don't know how you guys are going to, you  
23 know, do everything that you have agreed to do in this document  
24 because the document is expansive. Our resources and our  
25 structure are less expansive.

1           And so compliance at certain times throughout the  
2 process has really, you know, put the City in a hard position.  
3 However, we've worked through that. Some of the reason why it's  
4 taken so long to do what it is -- you know, to get to the point  
5 where we have the progress that we have now is because we did  
6 agree to a document that was super-expansive and our resources  
7 just were limited.

8           And so, transparently, you know, Consent Decree  
9 compliance costs a lot of money and I think there is sort of a  
10 balance in our community of, you know, folks who are concerned  
11 with the amount of money that it costs to comply with the  
12 Consent Decree but at the same time, there's another balance,  
13 another sort of balancing factor, which is people are supportive  
14 of the reforms that we've made. They want to make sure those  
15 reforms continue and they want to make sure that constitutional  
16 policing, you know, is a thing that's here to stay in the City  
17 of Ferguson.

18           So I think a lot of the reports that you've gotten, a  
19 lot of reports that you might have saw in the media, maybe  
20 captured that. You know, obviously the Consent Decree does not  
21 tell the City Council how to budget, right, and so the City  
22 Council is free to budget in the way that they see fit. And at  
23 this point in time, you know, we're still moving along. There's  
24 money to do what it is we have to do and I don't want the Court  
25 to think that we don't have that money.

1 I think at some point, you know, obviously with the  
2 budget cuts, we'll have to address those issues as they come up.  
3 To the extent that the City needs to comply with something or  
4 pay for something and the money's not there, we'll have to  
5 address those, you know, as they come up. But as we stand right  
6 now, the City, as you know, the folks who you talk to on a  
7 monthly basis are absolutely dedicated to continuing the reform,  
8 the reform efforts under the Consent Decree.

9 You may know that we have recently reached out to the  
10 Department of Justice to talk to them a little bit about, you  
11 know, making sure that we, you know, can be more efficient  
12 moving forward. To sort of chart a path forward as it relates  
13 to our efficiencies under the Consent Decree, potentially  
14 looking at, you know, portions of the Consent Decree that we  
15 could maybe amend and some parts of the Consent Decree that may  
16 or may not be even best practice any more just because it's been  
17 ten years since it's been put in place.

18 You know, so we're going to work with the Department of  
19 Justice here very shortly to sort of come up with ways to  
20 increase those efficiencies. The efficiencies of compliance.  
21 Quite frankly, some of the requirements in the Consent Decree  
22 may just not really be necessary any more because of what we've  
23 done already. But because of the way the document is written,  
24 in order to achieve compliance, we kind of sort of gotta cross  
25 the t's and dot the i's, which we may have already done, you

1 know, with our previous work. So the Department of Justice has  
2 agreed to sort of work with us in that regard.

3 We also have recently talked with the Monitor and, you  
4 know, I don't want to steal her thunder but she'll talk a little  
5 bit about some compliance findings that the City has requested  
6 because we want to show the public and show everybody that we  
7 are actually making progress under the Consent Decree.

8 And I know it's been slow and it's not been as fast as,  
9 you know, some folks would like, so the parties are all sort of  
10 working together to sort of move that needle, so to give the  
11 public a little bit more of a transparent look at what's going  
12 on and also to give the Court, you know, some comfort that these  
13 efforts are still going on despite what you might read in the  
14 newspaper.

15 So with that, that's pretty much -- I just kind of  
16 wanted to address that at a 30,000 foot view. I'll leave that  
17 alone unless the Court has any questions for me.

18 THE COURT: No. I just --

19 MR. CAREY: Okay.

20 THE COURT: -- I will comment, though, and I hope  
21 everybody understands I realize this is a lot for the City to be  
22 doing. You know, I realize it's a big Consent Decree and there  
23 are limited resources. And that's why I think that everyone  
24 involved in this, including the Department of Justice and the  
25 Court, have realized that it couldn't go as fast as we wanted

1 because there were issues with resources, there were issues with  
2 personnel, and I know it's not easy.

3 I do understand that. I know that people can get  
4 frustrated when things take a long time but thank you for that.

5 MR. CAREY: Absolutely.

6 I'll go ahead and turn it over, Your Honor, to Ms. Pat  
7 Washington, who is our Consent Decree Coordinator.

8 THE COURT: Yes. Ms. Washington, come on up to the  
9 lectern and I'll hear your report. Thank you very much for  
10 being here.

11 - STATUS REPORT -

12 OF PATRICIA WASHINGTON

13 MS. WASHINGTON: Thank you, Mr. Carey. Good morning,  
14 Your Honor. Good morning to court staff and to everyone here.  
15 It's good to be here before you today.

16 I've got a lot to report, and then at the end of that  
17 report I'd like to share just some of my thoughts, just as  
18 Consent Decree Coordinator, about how we move forward.

19 So I'll get started. We have been very busy and I want  
20 to thank the Monitor and her team, and the Department of  
21 Justice, and our attorneys for their efficiency and their  
22 diligence in moving us forward, and I'd like to highlight some  
23 of the more significant progress that we've made since we were  
24 last before the Court.

25 And I'll start with staffing. Chief Doyle's reputation

1 and our focus on community policing continues to attract  
2 talented applicants to the Ferguson Police Department. We're up  
3 to 37 officers and we are nearly fully staffed all around with  
4 all personnel at 92 percent.

5 FPD welcomes six new officers since our last hearing.  
6 Three of them graduated from Lincoln University's Law  
7 Enforcement Academy on the campus of Harris Stowe State  
8 University and there is one graduate from the St. Louis County  
9 Municipal Police Academy. All are going through our PTO and  
10 on-boarding process now and they are already contributing  
11 greatly to the team.

12 We also have two new officers who joined the team, and  
13 they have significant law enforcement experience and they came  
14 to us from other jurisdictions.

15 Chief Doyle elevated two veteran officers to the rank  
16 of sergeant, with one spot left to fill. He's currently  
17 initiating the corporal's promotion process and that will  
18 greatly enhance our police officer training program, the PTO  
19 program, because these corporals will become PTO's as part of  
20 their responsibilities. So that's excellent for us.

21 And it should also be noted that while our hiring and  
22 staffing rates are increasing, so is our retention rate. Our  
23 officers are choosing to stay with the Ferguson Police  
24 Department. So that's very good.

25 As it relates to training, the City continues to engage

1 highly-qualified subject matter experts to deliver critical  
2 Consent Decree training. Most recently our Training  
3 Coordinator, Lisa Stephens, secured Attorney Matthew T. Brown of  
4 Missouri Prosecution Services to deliver our annual and ongoing  
5 Stop, Search and Arrest training, as required under section 17.

6 Attorney Brown came very highly recommended. His  
7 curriculum has been approved by the Training committee and it is  
8 pending reviews now by the DOJ and the Monitor. We anticipate  
9 delivering that critical training by the end of September, 2025.

10 As you know, community policing is a big part of our  
11 Consent Decree, and at the heart of community policing efforts  
12 is the problem-solving. The Ferguson Police Department has  
13 adopted the nationally-recognized SARA model for  
14 problem-solving. The four stages, Scanning, Analysis, Response  
15 and Assessment, that's what SARA is, and it provides a framework  
16 for analyzing and addressing community problems and crime  
17 issues. So FPD has engaged the National Center for Policing  
18 Innovation to deliver our SARA-model training for all of our  
19 officers.

20 I want to thank Ms. Stephens, our legal team, and City  
21 Manager John Hampton for getting this agreement executed. This  
22 is a big win for the City. It's excellent training and it will  
23 be provided at no cost to the City.

24 We've made great progress as it relates to our Crisis  
25 Intervention Team. Lieutenant Todd Mink has been selected as

1 the CIT Coordinator, as required in paragraph 197. We have four  
2 officers selected to serve on our Crisis Intervention Team and  
3 all four have attended the 40-hour initial CIT training, and  
4 three of them have completed advanced training. And this is  
5 critical for us as we begin to specialize in how we respond to  
6 calls in Ferguson.

7 The curriculum for supervisory training, as mandated  
8 under section 17, has been completed thanks to Captain Harry  
9 Dilworth, and that is now being reviewed by our Training  
10 Committee and those responses are due by close of business  
11 today.

12 Our Police Officer Training Program is one giant step  
13 closer to being revised and fully implemented. That is the  
14 heart of our training at the Police Department. So after some  
15 significant challenges getting all 14 modules completed and  
16 approved, we revised our strategy and I'm happy to say that  
17 Ms. Stephens and I, along with assistance from the Training  
18 Committee and the current PTO team, completed the revision of  
19 all 14 modules. The last of the modules, modules 11 through 14,  
20 have been approved by the DOJ and they are pending approval with  
21 the Monitor. So kudos to everyone for working together to get  
22 those training modules across the finish line.

23 As it relates to our First Amendment training, our  
24 subject matter expert has completed those training modules. The  
25 DOJ reviewed and completed its modifications to that training



1 and the curriculum is now with the Monitor for approval. So  
2 we'll be moving forward with additional First Amendment  
3 training.

4 Under our Use of Force, the supplemental training, our  
5 officers have all gone through supplemented training for use of  
6 firearms and use of their tasers, and we are now working on Use  
7 of Force scenario-based training. That will be done here pretty  
8 soon. And that's a good one because it will give us the  
9 opportunity to have community involved in some of those  
10 scenarios and they'll get a chance to see, in real-time, how  
11 officers respond under certain situations.

12 Then I wanted to say that not mandated by the Consent  
13 Decree but still critical to our work, our officers just  
14 completed a basic Report Writing refresher course. I was happy  
15 to see that because the Municipal Court staff and the judges  
16 came to that training and provided their perspective for what  
17 they see when our officers are submitting these reports and how  
18 it impacts these court cases moving forward. So that was  
19 excellent training and I'm appreciative to the court team and to  
20 Ms. Stephens and Training for providing that.

21 THE COURT: As I think I mentioned to you before,  
22 although that's not part, specifically, of the Consent Decree,  
23 it's something all police departments need all the time.

24 MS. WASHINGTON: Absolutely.

25 THE COURT: But we see that in court, judges do,

1 because when things are not written correctly or are leaving  
2 something out, it causes problems later on in court. So the  
3 training is really good.

4 MS. WASHINGTON: It absolutely is. And it was an  
5 excellent training. I sat through part of it and I was very  
6 pleased with the outcome.

7 We also have completed some Virtual Academy training on  
8 ethics, on implicit bias and on de-escalation techniques. So  
9 those are -- portions of the Consent Decree do speak to that but  
10 any additional training that we can have in that is going to be  
11 helpful to our officers.

12 And I wanted to turn my attention to the courts, if  
13 I might. Perhaps one of the most rewarding reports today is the  
14 progress of our Municipal Courts. I have such great admiration  
15 and respect for our Court Administrator, Michelle Richmond, and  
16 her team. They have done a phenomenal job in completing nearly  
17 every mandated aspect of the Consent Decree.

18 And we hope to begin our Compliance Review with the  
19 Monitor very soon. The final initiative to be addressed was  
20 paragraph 360 and that dealt with ongoing assessment and  
21 improvement. And so we are working with the DOJ, and our legal  
22 counsel, and the rest of the team to really kind of sort through  
23 what that looks like, how we can get it done, how we do that  
24 ongoing, and are things that the court is already mandated to do  
25 from the state level, will that suffice in terms of how we do

1 the ongoing assessment. So I expect them to have completed that  
2 review.

3 And once that agreement is reached regarding the  
4 process for collecting, analyzing and reporting that data, then  
5 we certainly expect to ask for a Compliance Review on our  
6 courts. But our community should be very pleased and very  
7 grateful with the work that has taken place with our courts.  
8 The judges, Ms. Richmond and her court staff, they've been  
9 tremendous to work with and we looking forward to gaining  
10 100 percent compliance and starting that monitoring period.

11 As it relates to community policing, we continue to  
12 make strides there. The residents are reporting that they are  
13 seeing an increased presence in the visibility of our officers  
14 at neighborhood meetings and events. Our officers are sharing  
15 meaningful information during these meetings. They're not just  
16 attending and showing up. They're talking about crime stats.  
17 They're talking about prevention efforts and initiatives in the  
18 neighborhoods. And the residents are reporting that they are  
19 feeling more comfortable sharing information with our police  
20 officers to improve crime prevention and intervention efforts.

21 This past weekend, Chief Doyle and Captain Scott Amos  
22 participated in a neighborhood walk with the Walk Ferguson  
23 group. During their three-mile trek -- and they did it all and  
24 I documented it, it's on video -- the residents had the  
25 opportunity to engage with the Chief on a variety of issues.

1           Later in the day the Chief and several of our patrol  
2 officers attended two Neighborhood Association block parties.  
3 Along with Mayor Ella Jones, I saw Council member Jamil Franklin  
4 there, and I saw Council member Naquittia Noah also in  
5 attendance. The residents were delighted to have that kind of  
6 personal interaction with the Chief and patrol staff, and that's  
7 what we need to do to keep building those relationships and  
8 gaining, earning that trust.

9           I also want to share that the Chief's Community  
10 Engagement Council has been very active. They hosted an  
11 end-of-school event for teens that included employers. So those  
12 students who were looking for summer employment got a chance to  
13 talk with employers. They included family resources and  
14 entertainment and a lot more. We had nearly 75 teens who  
15 participated in this event.

16           The Council is now exploring ways to bring activities  
17 and resources into the neighborhood communities and into the  
18 apartment complexes because during discussion at one of the  
19 Council meetings, one of the things that was brought out is the  
20 transportation challenges of families in our communities, that  
21 they can't get to where certain activities are held, so we want  
22 to try to bring them into the neighborhood. So I'm very pleased  
23 with that.

24           We've also had several policies that have gone out for  
25 public comment. That public comment period has expired for many

1 of these policies and we will now move forward with getting them  
2 codified into general orders.

3 We have had our Crisis Intervention policy, our GPS  
4 Tracker policy, the PTO selection policy, our limited English  
5 proficiency policy, because we do have a number -- we have a  
6 growing population in Ferguson where English is not their first  
7 language. We have people come to the Police Department and they  
8 want to file reports and we have to get, you know, a translation  
9 app out to help us with that. So having this policy in place  
10 and having that codified in a general order for how we work with  
11 that population is extremely important.

12 And then I also want to take just a moment, before  
13 I get into my thoughts and observations, to thank the Monitor  
14 and her team for very efficient Semi-Annual Report prep  
15 sessions. The sessions were recently completed. We've reviewed  
16 the Preliminary Report and we've provided our feedback, and we  
17 anxiously look forward to reviewing the Final Report. But it  
18 was a very -- it was a wonderful collaborative process. Even in  
19 those areas where we didn't agree on certain things, we were  
20 able to provide feedback and some clarity. So I'm looking  
21 forward to seeing that Final Report.

22 So I would now like to just share some of my thoughts  
23 about the current state of affairs as it relates to our Consent  
24 Decree and what's been happening in our community. There's been  
25 quite a bit of community conversation and media attention around

1 the future of our Consent Decree and our work, in light of the  
2 recent budget decisions by the Council.

3 From my perspective, sadly, a lot of old wounds have  
4 been reopened and lines have been drawn in the sand again, and  
5 the level of vitriol is upsetting, to say the least. And  
6 I trust the Court will continue to weigh in on the future of the  
7 Consent Decree but I do want to take a look back at history for  
8 a moment and officially just weigh in.

9 So I'm old enough to remember but in response to racial  
10 uprisings across America in the summer of 1967, including  
11 Detroit, Newark and dozens of other cities, President Lyndon  
12 Johnson established a National Advisory Commission on Civil  
13 Disorders, known informally as the Kerner Commission, named  
14 after Illinois Governor Otto Kerner. The Commission was tasked  
15 with answering three questions: What happened? Why did it  
16 happen? And what can be done to prevent it from happening  
17 again?

18 The Kerner Commission's Final Report was released in  
19 February, 1968, and it made headlines for being very blunt in  
20 its ground-breaking conclusions. The most famous line from that  
21 report was, "Our nation is moving toward two societies, one  
22 black, one white, separate and unequal."

23 The report identified major causes for the riots,  
24 including systemic racism, police brutality, inadequate housing,  
25 poor schools and high unemployment. It also pointed out that

1 there were many white institutions singled out as primarily  
2 responsible for those conditions. The Kerner Commission called  
3 for massive investment in housing, education and job programs,  
4 but those recommendations were largely ignored.

5 Instead, President Nixon launched the New Federalism  
6 approach, emphasizing law and order and shifting funding toward  
7 urban infrastructure and away from equity and social welfare.  
8 The result was persistent poverty, divestment in black  
9 communities, increased tension between communities and the  
10 police, and the beginning of the mass-incarceration decade of  
11 black and brown folks and long-term mistrust of government.

12 The lesson for me, from Kerner, is that neglecting  
13 systemic solutions in favor of physical infrastructure failed to  
14 address the root causes of civil unrest and social division, and  
15 it fostered a new wave of mistrust of police and government  
16 systems.

17 So if 1968 is too far back to go, then let's move  
18 forward to the George Floyd era of 2020. I don't think anyone  
19 in this courtroom needs to be reminded of the incident that  
20 etched, "I can't breathe," into the social justice lexicon. In  
21 2020, in the wake of George Floyd's death, cities across the  
22 country made pledges to fund racial equity programs, reimagine  
23 policing and support community alternatives to incarceration,  
24 but by 2023 many of those efforts were quietly de-funded and  
25 de-prioritized. Citing economic pressure and political

1 backlash, funding shifted back to traditional public works and  
2 police budgets.

3           The result? Community trust eroded again. Problems  
4 that were just beginning to show promise were cut midstream.  
5 Calls for reform were once again dismissed as impractical and  
6 too costly. The lesson? De-funding equity efforts undercuts  
7 public confidence and reinforces the belief that social justice  
8 is disposable when it's inconvenient.

9           In Ferguson, the argument to divert Consent Decree  
10 funding towards roads or city infrastructure may sound  
11 reasonable on paper but it ignores the unique moral and legal  
12 obligation to complete once-in-a-generation reform efforts.  
13 Systems reform, as you noted, Judge, takes time. It's expensive  
14 in more ways than one, and those who wish to disrupt Ferguson's  
15 work on reform, they maintain that the people who were part of  
16 the problem are no longer here.

17           The people weren't the only problem. It's the broken  
18 system that allowed those people to pervert justice that was the  
19 problem. It's the system that still needs to be addressed, not  
20 just the individuals.

21           Diverting Consent Decree funding in my opinion erodes  
22 the foundational justice that we are constructing. And just as  
23 we wouldn't abandon a bridge halfway through construction, we  
24 cannot abandon court-ordered reform midstream, especially when  
25 the infrastructure we are rebuilding is trust, justice and human



1 rights. The sacrifice and financial hardship the City has  
2 endured in its march towards this reform is very real, but  
3 I also know that there are some very real soldiers in this  
4 fight, including: our City Manager, who has continued to find  
5 ways to make limited funding work; our Police Chief, who is  
6 committed to continuing the reforms and building a model Police  
7 Department with or without a Consent Decree; our Mayor, who  
8 continues to work toward the beloved community Dr. King dreamed  
9 of; and all the folks on our citizen committees and panels and  
10 in the Ferguson Police Departments and our courts. They strive  
11 every day to be the face of reform and their work matters.

12 James Baldwin once said, "The abuse of power that knows  
13 no limits is a tyranny that knows no shame." At this moment we  
14 must ask us ourselves whether we are witnessing such an abuse,  
15 one that places politics over principle and jeopardizes the  
16 credibility of Ferguson's hard-fought transformation. The Court  
17 will have the final say and history will be the final judge.

18 So I thank you for allowing me to share my comments  
19 today and I look forward to continuing the work that we have  
20 started. Thank you.

21 THE COURT: Thank you. And I appreciate your comments.

22 (Applause.)

23 THE COURT: I take it from the applause that many of  
24 you do understand that Ms. Washington's work has been huge in  
25 getting things moving the way they have the last few months or

1 less.

2 (Applause.)

3 THE COURT: I'll hear from the Department of Justice.  
4 If you can step up to the lectern?

5 Now, I don't know if we told you. This is how it  
6 always works. They go first, then you, then the Monitor. In  
7 the traditional way we call the plaintiff first, but this case  
8 is a little different.

9 - STATUS REPORT -

10 OF NICHOLAS SHEEHAN, ESQ.

11 MR. SHEEHAN: I did have the opportunity to review a  
12 few --

13 THE COURT: Transcripts?

14 MR. SHEEHAN: -- of the transcripts and some recordings  
15 on YouTube, though I will say that's a very difficult act to  
16 follow. Thank you, Ms. Washington, for your comments. And  
17 thank you, Your Honor, for the opportunity to update --

18 THE COURT: Pull that mic a little closer to you so  
19 that we -- yeah, there you go. And make it so it points --

20 MR. SHEEHAN: I'm soft-spoken, too, so I'll --

21 THE COURT: There you go. That's it.

22 MR. SHEEHAN: I was just beginning to thank you for the  
23 opportunity to update the Court and the public on the progress  
24 we've made in implementing the Consent Decree.

25 I think Mr. Carey and Ms. Washington's comments have

1 covered most of that ground, so my comments will be relatively  
2 brief. Also, thank you, Your Honor, for the warm welcome to the  
3 case.

4 THE COURT: And it's especially warm today in  
5 St. Louis. I arranged the weather so you'd really understand.

6 MR. SHEEHAN: You stole my joke and I don't thank you  
7 for that. I'm coming from the Bay area where heat and humidity  
8 don't exist, so it was quite a shock when I got off the plane.

9 You know, Ms. Washington and Mr. Carey referred to the  
10 progress that has been made under the Consent Decree and at  
11 times thanked the DOJ for their work on that, and I do want to  
12 note that I am new to the case, so I thank the Court for its  
13 patience, the City and the Monitor, as well, for their patience  
14 with me as I get up to speed on the status of the City's  
15 compliance with the Consent Decree and this case, in general.

16 But the progress, any attribution for progress towards  
17 the DOJ should really go to the predecessors on this case:  
18 Nancy Glass, Amy Senier, Jorge Castillo, Charles Hart, Cynthia  
19 Coe and many others who were on the case over the years.

20 To the point of getting up to speed, I will say, as  
21 Ms. Washington mentioned, we've received a Preliminary Report  
22 from the Monitor. That's been very helpful for me and for the  
23 DOJ in understanding where things stand now.

24 Overall, I'd say in our review, which is still ongoing,  
25 we found the report very encouraging. It's, you know, still in

1 draft but it shows the City has made very solid progress and is  
2 in substantial compliance with many Consent Decree provisions.  
3 For many other provisions, though it's not yet in substantial  
4 compliance, it's made significant progress towards that goal.

5 I do want to highlight something from the report that  
6 I think is notable to point out related to the Use of Force  
7 audit. I think it's important to highlight just because that's  
8 such a big part of the Consent Decree, which is in and of itself  
9 quite large, but Use of Force is sort of central to it.

10 The Preliminary Report finds that the Police  
11 Department's use of force is improving, that their practices are  
12 generally reasonable and consistent with applicable legal and  
13 constitutional standards, which is not to say that things are  
14 perfect on that front. Some improvements still need to be made,  
15 particularly in the accuracy of force reporting and the  
16 thoroughness and follow-through of supervisory reviews.

17 But again, given the importance of the use of force  
18 issue to this Consent Decree, I think it's a notable and  
19 encouraging sign that by and large, use of force is generally  
20 reasonable and consistent.

21 You know, going forward on the Consent Decree, we  
22 really want to ramp up our efforts to help the City reach  
23 compliance. To that end, I think one of the things that's  
24 notable about the Preliminary Report and the Use of Force audit,  
25 in particular, is that it covers a fairly manageable number of

1 incidents. Sort of a small sample size. So going forward, our  
2 hope is that we'll see speedier assessments of that issue and  
3 other issues. We think getting those audits done a bit quicker,  
4 a bit more efficiently, will provide both the City, the Court  
5 and the community a closer to real-time assessment of how the  
6 Department is doing, which will be important both to allow the  
7 Department to assess and adjust its practices and to move all of  
8 us along towards a successful resolution of this case.

9 Which is to say, you know, we're very confident that  
10 with some effort, some intention, we can expeditiously reach a  
11 successful end to this case. It will take an all-hands-on-deck  
12 approach. As I said, we're hoping the Monitor can complete  
13 compliance assessments a bit more quickly. More frequently.  
14 FPD will need to continue filing Biannual Status Reports. The  
15 City's team will need to remain stable, as it has been for the  
16 first time in quite some time, and to continue their diligent  
17 efforts.

18 And here I do want to echo the Court's praise for the  
19 City's team, especially Chief Doyle, Chief Hampton, Captain  
20 Dilworth, Pat Washington, especially, Lisa Stephens, Michelle  
21 Richmond, and many others who I'm sure I haven't yet had the  
22 opportunity to work with, but who I look forward to working  
23 with. It's been really crucial that the team has been as stable  
24 as it has been for, you know, the past 18 months to two years.  
25 I think that we've seen a lot of progress in that time span and

1 that's attributable largely to the City's efforts and the  
2 stability of their leadership team.

3 And, you know, the DOJ, too, will need to be responsive  
4 to both the City and the Monitor's requests and to work with the  
5 City to remove any unnecessary obstacles to remedying the issues  
6 that underlie our findings of legal violations.

7 So in sum, we stand ready to support the City in our  
8 shared goals and we look forward -- I, personally, look forward  
9 to working with everyone here.

10 And if there's no questions from the Court?

11 THE COURT: It do not have any. Thank you very much.

12 MR. SHEEHAN: Thank you.

13 THE COURT: Ms. Tidwell, I'll hear what you wish to  
14 say.

15 - STATUS REPORT -

16 OF DEPUTY MONITOR NATASHIA TIDWELL

17 DEPUTY MONITOR TIDWELL: Thank you, Judge. And thank  
18 you to the parties and Ms. Washington for their presentations.

19 As is usually the case, by going last, everyone has  
20 said many of the things that I had intended to touch upon but as  
21 is usually the case, I have many other things to say,  
22 Your Honor, so no worries. I can fill the time.

23 Beginning at the beginning, once again, I want to begin  
24 by thanking the members of the community who continue to engage  
25 meaningfully in this process, especially those who took the time

1 to submit written comments to the Court in advance of today's  
2 hearing. Their remarks speak better than I ever could about the  
3 significant impact the Consent Decree and the implementation  
4 efforts to-date have had on the Ferguson community, as well as  
5 the devastating effect an abrupt cancellation of those efforts  
6 would have.

7 As one community member noted in their remarks, the  
8 broader political conversation in Ferguson is largely beyond the  
9 scope of my role as Monitor, or even the Court's jurisdiction.  
10 However, where those political decisions intersect with or  
11 obstruct the path to substantial compliance, the Consent Decree  
12 is implicated and the question of what comes next will land  
13 before this Court. On behalf of the Monitoring team, I want to  
14 express my sincere hope that we don't get to that point.

15 As I said, the parties have covered already most of the  
16 impending and completed projects since our last hearing. At the  
17 last hearing I noted our anticipated filing of a Semi-Annual  
18 Report that would reflect progress on each Consent Decree  
19 provision. Previous Status Reports have included an at-a-glance  
20 high-level summary of progress in each section but the parties  
21 agreed that it was appropriate for the Monitor to provide a more  
22 granular illustration of the current state of compliance.

23 Since that time, the Monitoring team has prepared a  
24 series of crosswalks for each Consent Decree section which  
25 detail the Monitoring team's assessment of where each provision

1 stands on the path to substantial compliance.

2 As you know, Your Honor, compliance, according to  
3 Consent Decree paragraph 427, requires three things: one,  
4 incorporation of a requirement into policy; two, training of all  
5 relevant personnel as necessary to fulfill the responsibilities  
6 pursuant to the Consent Decree; and lastly, carrying out the  
7 requirement in actual practice.

8 Members of the Monitoring team then met with the  
9 parties to preview those initial assessments for each provision  
10 and to offer the parties the opportunity to provide any  
11 additional information. The meetings were extremely  
12 collaborative and the Monitoring team thanks the parties for  
13 setting aside the many hours of time those meetings encompassed.

14 To-date we have completed roughly half of the  
15 compliance assessment meetings and the parties are currently  
16 reviewing part one of the Semi-Annual Report. That includes a  
17 compliance chart for the first nine substantive Consent Decree  
18 provisions, up through and including section 12, body-worn  
19 cameras, a report detailing the results of the Monitoring team's  
20 audit of FPD's use of force reporting and investigation, a  
21 report detailing the initial findings of the Monitoring team's  
22 audit of FPD's use of body-worn and in-car cameras, and lastly,  
23 a summary of the Monitoring team's cost from year one through  
24 June, 2025, reflecting a billed cost of approximately  
25 \$1.6 million dollars over nine years and nearly \$800,000 in



1 pro bono work by mine and the Deputy Monitor's current and  
2 former law firms, Mintz Levin, Hogan Lovells and Saul Ewing.

3 I will file the report when the parties complete the  
4 review. As is customary, the Monitoring team will then schedule  
5 a Virtual Town Hall to go over the report with the community and  
6 answer any questions. We'll give folks time to digest the  
7 report and coordinate with Ms. Washington as to the schedule of  
8 other community events so as not to create any conflicts.

9 We will continue the cadence of crosswalk meetings for  
10 the remaining substantive sections, which include  
11 Accountability, an area currently undergoing a compliance audit,  
12 and we'll file the Supplemental Status Report with a Compliance  
13 Assessment for those provisions I anticipate later this summer,  
14 depending on the scheduling of the individual meetings.

15 The Semi-Annual Report and the graph that the parties  
16 have reviewed is quite lengthy, so I'll not go  
17 provision-by-provision here. Rather, I'll summarize our  
18 approach and offer some initial conclusions.

19 For those provisions that lend themselves to assessment  
20 according to paragraph 427's three-step compliance-finding  
21 process, the Monitoring team assigned a separate compliance  
22 grade to each component: Policy Development, Roll Call Training  
23 and Implementation - carrying out the requirement in actual  
24 practice.

25 Some Consent Decree provisions don't fit that

1 three-part framework. For those, the Monitoring team provided a  
2 single implementation finding, without assessing policy or  
3 training where it wasn't appropriate to do so. The report also  
4 identifies whether a provision or its subparts have yet to be  
5 implemented by the City or are in development.

6 Lastly, where FPD has developed policies and delivered  
7 Roll Call training for a particular provision, the Monitoring  
8 team issued substantial compliance findings for those subparts,  
9 while issuing a "not yet assessed" finding for implementation to  
10 reflect the need for a compliance audit in that area.

11 As Mr. Sheehan noted, there is a need for the  
12 Monitoring team to conduct, in a quicker cadence and more  
13 efficiently, compliance audits in a number of sections.  
14 Throughout the years we've staffed this Monitoring team leanly,  
15 both to reflect the preservation of resources, the City's and  
16 mine and my team's, but also to reflect the cadence of work that  
17 was being produced.

18 And as the City has expanded, through the team that's  
19 in place, the amount of work that's being produced, we're adding  
20 to the Monitoring team, including Abby Iafolla from my firm.  
21 We're expecting the return of our Deputy Monitor, Courtney  
22 Caruso.

23 We've expanded the responsibilities of several of our  
24 subject matter experts to other areas so that they can keep the  
25 Compliance audits going. And so those areas that are in need,

1 where we issued a finding of "not yet assessed," we anticipate  
2 notifying the parties and developing methodologies for audits in  
3 those areas as soon as this fall.

4           The Monitoring team used the three-part assessment,  
5 assessing each subpart, because we felt it was appropriate to  
6 give the City credit for the work it has done in policy and  
7 training development rather than issuing a single "incomplete"  
8 finding. As you and the report readers will see, most of the  
9 areas covered in part one of the Semi-Annual Report have  
10 achieved substantial compliance in Policy Development and Roll  
11 Call Training and are ripe for Compliance auditing.

12           The report does include compliance findings for those  
13 provisions where audits have been conducted and completed.  
14 First, body-worn and in-car cameras. The Monitoring team  
15 recently completed its first audit in that area. For that  
16 audit, the Monitoring team selected June 1st through the 30th,  
17 2024, as the target period and identified more than 2,000  
18 incidents for which body-worn or in-car camera activation was  
19 required by FPD policy or the Consent Decree.

20           From there, the Monitoring team randomly selected  
21 100 incidents for substantive review of the camera footage and  
22 any associated reports. To guide its review and to ensure  
23 consistency, the Monitoring team assessed compliance, including  
24 the thoroughness and completeness of each of the selected  
25 incidents requiring activation, by rating an each-event report

1 as satisfactory or unsatisfactory based on a number of factors.

2 The 100 incidents tagged for review included multiple  
3 calls for service in which more than one officer was dispatched,  
4 152 total officers. In those instances, the Monitoring team  
5 evaluated each officer's compliance separately.

6 Similarly, the targeted sample included events for  
7 which neither applicable FPD policy nor the Consent Decree  
8 require camera activation. Those 13 events were removed from  
9 the audited sample. The Findings report reflects the results of  
10 the review of the remaining 87 total incidents reviewed and 139  
11 officers evaluated.

12 The City has achieved substantial compliance in Policy  
13 Development and Roll Call training for 18 of the 19 body-worn  
14 camera provisions that fit within the three-part framework. Of  
15 those, ten were assessed during this recent audit. The review  
16 revealed that FPD had reached full and substantial compliance in  
17 four of those areas and partial compliance in three.

18 The Monitoring team found that FPD was not in  
19 compliance in three areas: paragraphs 232 and 234, which  
20 require officers to activate cameras and to document those  
21 instances in which they use their discretion not to record, and  
22 paragraph 235, which requires officers to promptly notify  
23 individuals that they are being recorded. The audit revealed  
24 that only 38 of the 139 officers evaluated issued the required  
25 notification.

1           The Monitoring team previewed its findings for the  
2 parties and both FPD and DOJ shared/echoed concerns about the  
3 identified performance deficiencies. Based on its post-audit  
4 conference with the parties, the Monitoring team is confident  
5 that FPD is working diligently to improve, and applauds Chief  
6 Doyle and FPD for incorporating the audit results into its  
7 forthcoming In-Service training. I should thank Ms. Stephens,  
8 as well, for that.

9           As Mr. Sheehan mentioned, another area of the  
10 Compliance chart that incorporates the results of the Monitoring  
11 team's audits is Use of Force. As Mr. Sheehan alluded, the Use  
12 of Force is the Consent Decree's largest section, by far. And  
13 in recognition of its outsized importance, the parties and the  
14 Monitoring team have dedicated significant time and resources to  
15 policy development, training delivery and compliance auditing in  
16 this area.

17           The Monitoring team just completed its second audit of  
18 compliance with the Consent Decree provisions related to Use of  
19 Force Reporting and Investigation. The Findings report is  
20 included in the draft Semi-Annual Report.

21           As the audit findings and similar assessments by DOJ  
22 reveal, FPD still has significant work to do to achieve  
23 substantial compliance in some areas. However, Chief Doyle and  
24 his staff have been consistently open and receptive to feedback  
25 and Ms. Stephens has readily identified areas where FPD's

1 performance could be enhanced in in-service training.

2 The Monitoring team previously reported and detailed  
3 the results of phase one of the second audit, so I will just  
4 summarize the results of phase two. In phase two of the Use of  
5 Force Reporting and Investigation audit, the Monitoring team  
6 assessed compliance with paragraph 173, which requires all  
7 officers using force above un-resisted handcuffing to document  
8 the use of force in writing.

9 To identify and evaluate whether the absence of use of  
10 force reporting from a particular incident evidenced that force  
11 was not employed or that force was employed but not reported,  
12 the Monitor team requested that the City provide a list of all  
13 2022 and 2023 FPD arrests for a select group of offenses, like  
14 assault on a law officer and resisting arrest. The Monitoring  
15 team selected these offenses based on its judgment that due to  
16 the nature of each offense, force may have been employed in  
17 effecting the arrest, even if unreported.

18 In response to that request, FPD reported that there  
19 were 89 incidents in which an individual was charged with one or  
20 more of the identified offenses, comprising 59 individual  
21 arrests or Incident Reports. The Monitoring team compared that  
22 list with FPD's Use of Force reporting data and excluded from  
23 review in phase two those incidents for which FPD reported and  
24 investigated the use of force.

25 The remaining arrest incident reports, based on the

1 Monitoring team's review of the narrative summaries of each  
2 incident, revealed 21 cases, 11 from 2023 and 10 from 2022, for  
3 which additional analysis of body camera footage and other  
4 materials was needed to determine whether force was employed but  
5 not reported.

6 Darrel Owens, our subject matter consultant in use of  
7 force, began by reviewing the body-worn camera footage for these  
8 selected incidents. The results were mixed. In slightly more  
9 than half of the cases, 12 of 21, the Monitoring team observed  
10 that FPD officers did not use force, and as such, a report was  
11 not needed.

12 Further, the Monitoring team's review revealed that in  
13 many instances FPD officers exercised restraint and deescalated  
14 arrestees to avoid using force. For example, in one 2023  
15 incident an FPD officer was met with low-level resistance while  
16 attempting to make an arrest. Instead of escalating and  
17 resorting to what would have been a reasonable force response,  
18 the officer disengaged and waited for backup officers to arrive.  
19 Once additional officers were on scene, the subject complied and  
20 was taken into custody without further incident. The Monitoring  
21 team commends FPD for those efforts.

22 Conversely, the Monitoring team has observed that in  
23 43 percent of the incidents under review, 9 of 21, the arresting  
24 officer used force in effecting the arrest and failed to submit  
25 a Use of Force report, as the Consent Decree and FPD policy

1 require. In a number of these cases the arresting officer's  
2 report included a narrative description of the force employed.  
3 However, neither the officer themselves nor the reviewing  
4 supervisors took the additional steps necessary to ensure  
5 accurate reporting and investigation of the force used.

6 While the majority of the unreported cases involved  
7 type three force, which does not require supervisory  
8 investigation, tasers or OC spray were deployed in nearly half  
9 of the incidents, type two force, meaning that a supervisory  
10 response and investigation was warranted.

11 When compared to the results of the first audit, there  
12 has been improvement but there is still work to do. As the  
13 Compliance Chart reflects, the City has achieved substantial  
14 compliance in Policy Development and Roll Call training for most  
15 of the use of force provisions that fit the three-part  
16 framework. Of those that were assessed as part of this most  
17 recent audit, only three were not in compliance. All related to  
18 Use of Force Reporting and Investigation. 13 were found to be  
19 in partial compliance and seven were found to be in substantial  
20 compliance.

21 Like other areas, the remaining provisions in this  
22 section are ripe for additional compliance auditing, and just a  
23 few of the provisions in that section have yet to be implemented  
24 by FPD.

25 Lastly, Your Honor, in preparation for today's hearing



1 I revisited some of the Monitoring team's previous Status  
2 Reports to take stock of all that has been achieved in these  
3 nine years. I was reminded that while you have presided over  
4 this matter since its inception, many of the parties now tasked  
5 with implementation joined the effort after March, 2016, when  
6 the Consent Decree was executed and filed in this court.

7 I'd be remiss if I didn't recognize recently-departed  
8 DOJ attorneys Amy Senier and Charles Hart, who were also here  
9 from the beginning. I believe that then Counselor Ella Jones  
10 and then Lieutenant Harry Dilworth might be the only City  
11 officials who were there at the beginning who still remain  
12 today.

13 Mr. Carey assumed the role of City attorney in October,  
14 2016, and while I was part of the original Monitoring team  
15 selected to oversee implementation in the summer of 2016, I did  
16 not take over as lead Monitor until December, 2017. By my  
17 count -- and I am sure someone will correct me if I'm wrong --  
18 there have been four City Managers, five Police Chiefs, four  
19 Consent Decree Coordinators and two Training Coordinators.  
20 Those numbers do not reflect the City's early attempts to staff  
21 the Consent Decree and Training Coordinator positions with sworn  
22 officers who were also still required to perform their other  
23 duties.

24 Beginning in the spring of 2018, each Monitor report  
25 includes a recommendation from the Monitoring team that the City

1 buttress its implementation team by filling these key roles  
2 based on the very real concern that implementation would be  
3 stalled without dedicated personnel in those positions. The  
4 City made one recommended hire in the fall of 2018, the first  
5 full-time Consent Decree Coordinator.

6 By the spring of 2019, there were vacancies in the  
7 roles of Police Chief, City Manager, Municipal Court Clerk,  
8 Municipal Court Judge and Consent Decree Coordinator. The City  
9 had yet to hire from outside someone to fill the Training  
10 Coordinator role.

11 Then came the pandemic. Through true grit and  
12 perseverance, the City was still able to make modest gains in  
13 implementation despite staffing numbers that reached all-time  
14 lows in the winter of 2021.

15 By 2023, thought prior to Chief Doyle's appointment,  
16 implementation had all but stalled following, in rapid  
17 succession, turnover in the Chief, City Manager, Consent Decree  
18 Coordinator and Court Administrator roles.

19 The City began to turn the corner in the fall of 2023.  
20 Since that time, and despite some external challenges, the  
21 Ferguson Police Department and its Municipal Court continued to  
22 experience and benefit from a period of sustained consistency  
23 and progress.

24 With the addition of Ms. Stephens and Ms. Washington in  
25 2024, and under the steady leadership of City Manager John

1 Hampton and Police Chief Troy Doyle, there was a noticeable  
2 cultural shift towards transparency and accountability. This  
3 tone from the top has permeated both agencies, empowering key  
4 personnel to maximize and consolidate their individual talents  
5 towards the shared goal of Consent Decree implementation.

6 FPD has created and maintained internal systems for  
7 managing and tracking its compliance efforts, all with an eye  
8 towards sustainability, so that any future turnover doesn't  
9 result in regression like we've seen in the past.

10 As the forthcoming Status Report details, the advances  
11 made during this reporting period evidence the City's ability to  
12 achieve the Consent Decree's goals when the individuals tasked  
13 with leading implementation are supported in that effort.

14 The Monitoring team looks forward to continuing to  
15 engage meaningfully with the parties in the next reporting  
16 period and beyond.

17 That's it for me, Judge, unless you have questions.

18 THE COURT: I do not. Thank you very much.

19 - COMMENTS BY THE COURT -

20 THE COURT: And I think that your last comments about  
21 the review of the history is much more thorough than I had tried  
22 to do, but I did the same effort of going back and trying to see  
23 what we had been doing for the last nine years to make sure we  
24 were actually doing things and I think we did for a long time.

25 But things have been moving quickly and that's what

1 I was trying to express before. I appreciate what the City has  
2 done. I know it's been hard, but as I said before, we've got  
3 momentum and it does seem to work.

4 Also, one thing I forgot to mention earlier, one of the  
5 advantages of the way this has developed is that the Department  
6 of Justice, which technically is an adversary with the City in a  
7 lawsuit, Plaintiffs and Defendants, they've provided really  
8 substantial resources that the City wouldn't have had, but they  
9 have had because of the Consent Decree.

10 Also, the Monitor resources. Everyone has worked  
11 together to maximize the knowledge that is had, both in the City  
12 and understanding the history and the culture of the City, but  
13 from outside, as well, with the Monitor and the Department of  
14 Justice. And the number of subject matter experts and people  
15 they've been able to recommend, et cetera, has really been  
16 terrific. So these are all things that have worked well.

17 I do understand that there's disagreement about how  
18 things work in the City, and my experience is that cities always  
19 have disagreement about how things work in the City. That's  
20 sort of the nature of the beast. But most people are able to  
21 work through it and walk through it and I would encourage  
22 everyone to maintain the courtesy and professionalism that  
23 I know you're all capable of, and not have ... You know,  
24 disagreements over things like this, when everybody has the best  
25 interests of the City at heart, shouldn't be personal and you

1 should recognize that you may just have different ideas about  
2 how to get there.

3           And so I would urge everyone to please, you know, try  
4 to make your points and do what you think needs to happen.  
5 Obviously, you're the decision-makers in the City here. But do  
6 it as much as you can, and in the community, without resort to  
7 personalization or insults, which there's just no place for  
8 here, and it will slow down our progress. We need to keep  
9 moving forward in the professional and collaborative way  
10 everyone has done and I commend everyone here for doing that.  
11 I think it's like we really do have a chance to get this done,  
12 and so keep up the good work.

13           We will have another conference in three months and at  
14 that one, the members of the public will be able to speak, as  
15 opposed to the written comments. And I hope, I think in three  
16 months there will be more progress. And I expect to see more.  
17 And I think we all look forward to the report that will be  
18 coming out to us all soon. And I think people will appreciate  
19 the detailed way it's laid out in going through, you know,  
20 provision-by-provision of the Consent Decree. I think that is  
21 helpful. And I think it wasn't until now that we really could  
22 do that because we had enough progress to be able to show that  
23 this is done, although these two things aren't, maybe, but to  
24 break it down in the way they have I think is very good, so  
25 I appreciate that, what everyone has done.

1           Thank you all for all your work, and I will talk to you  
2 soon and see the public back in about three months. We'll pick  
3 a date next time I talk to the lawyers on the phone.

4           All right. Thank you very much. Court's in recess.

5                       - RECESS AT 11:10 A.M. -  
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- REPORTER'S CERTIFICATE -

I, Linda C. Nichols, Registered Diplomate Reporter and Certified Realtime Reporter, do hereby certify that I am a duly appointed Official Court Reporter for the United States District Court, Eastern District of Missouri, and that the foregoing is a true and accurate reproduction of the Status Hearing held on July 22nd, 2025, in the matter of:

UNITED STATES OF AMERICA

vs.

CITY OF FERGUSON, MISSOURI

4:16-CV-00180-CDP

I further certify that this transcript consists of pp. 1-46 inclusive.

Dated: August 15th, 2025.

\s\ Linda Nichols  
Linda Nichols, RDR, CRR  
Official Court Reporter  
United States District Court  
Eastern District of Missouri