



Session 3 | Early Intervention Systems: Do They Really Work?

July 22, 2020

3:00 p.m. – 4:30 p.m. EDT

Police-citizen encounters involving unjustified shootings, use of unnecessary force, racial profiling, unlawful searches, and other abuses of authority can result in death, injury, and costly litigation. These types of incidents diminish police legitimacy and erode the trust that should exist between police and the public, a phenomenon that can generate additional negative encounters. Data suggest that a relatively small percentage of officers are responsible for misconduct that may present a distorted picture of police departments. Accordingly, police departments have devised, sometimes at the behest of consent decrees with the United States Department of Justice, Early Intervention Systems (“EIS”) to flag officers deemed, through tracking of officers’ activity, at risk for committing misconduct. The department then intervenes, through counseling, training, and other methods, to reduce the identified officers’ risk of involvement in such events. EIS, viewed as an important prong of police accountability systems, are expensive, resource-intensive, and can be complicated to run. This session will address the question of whether EIS really work. Panelists will discuss current EIS technology, empirical research regarding their effectiveness, what risk models can and cannot accomplish, challenges facing departments that use EIS, and best practices.

Speakers:

- Mark Smith, Inspector General, LAPD Office of the Inspector General
- Samuel Walker, PhD, Emeritus Professor of Criminal Justice at the University of Nebraska at Omaha
- John S. Hollywood, Ph.D., Senior Operations Researcher and Policing Market Manager, Professor of Policy Analysis, Pardee RAND Graduate School

Moderator:

- Danielle Sutton, Investigator, Office of Police Complaints, Washington, DC

Speaker Biographies

John S. Hollywood | John S. Hollywood is a senior operations researcher at the RAND Corporation and RAND's policing market manager. He conducts decision science and systems engineering-related research in the areas of criminal justice, homeland security, and information technology. Recent projects include: leading development of a web resource on promising policing strategies and how to implement them; a technology evaluation at a major active shooting exercise in Grand Central Terminal; leading numerous panels to determine science and technology-related needs for the Departments of Justice and Homeland Security; co-leading multi-year evaluations of predictive policing experiments and real-time crime operations centers; characterizing recent US terror plots and how they have been foiled; identifying and characterizing scientific breakthroughs as evidenced in patent applications; developing tools to predict areas at risk of increased crime using criminal incident and suspicious activity data; and developing methods for fusing disparate reports about potential terrorist threats. He is an internationally-recognized expert on the use of machine learning in policing and criminal justice technology more broadly, and is commonly interviewed on these topics. In addition to being an author of over 40 scientific publications including journal articles, monographs, and technical reports, he has



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written opinion pieces on best practices in counterterrorism and law enforcement technology for United Press International, CNN, The Hill, The Charlotte Observer, Crane's Chicago Business, Government Technology, and ORMS Today.

Mark Smith | Mark Smith was appointed as the Inspector General of the Los Angeles Police Department in February 2018. He has spent his professional career overseeing and advising law enforcement agencies of varied size and geographic location. Mr. Smith's initial experiences within the oversight field came as a legal intern and, subsequently, as a full-time Special Investigator with the Los Angeles Police Commission's Office of Inspector General – the same office to which he has been honored to return as Inspector General.

Prior to his appointment as LAPD's Inspector General, Mr. Smith was a Constitutional Policing Advisor with the Los Angeles Sheriff's Department (LASD). Among other things, he was responsible for advising the Sheriff on issues related to accountability, adherence to best practices, policies, procedures, and operations; providing real-time monitoring, analysis, and advice to LASD investigators and executives on pending personnel investigations and disciplinary matters; and responding to critical incidents including in-custody deaths, deputy-involved shootings, and significant use of force incidents.

Before working with LASD, Mr. Smith was selected to be the first-ever Independent Police Auditor for the San Francisco Bay Area Rapid Transit District (BART), where he developed the Office of the Independent Police Auditor (OIPA) from the ground up. OIPA was responsible for investigating allegations of misconduct; reviewing BART Police Department investigations; recommending changes to policy; developing an alternative dispute resolution process for complaints; and engaging in a robust program of community outreach.

Prior to his appointment at BART, Mr. Smith was the First Deputy Chief Administrator of Chicago's Independent Police Review Authority (IPRA). As First Deputy, Mr. Smith established internal policies to effectively and efficiently allow IPRA to meet its goals and obligations; supervised the day-to-day operations of the office; directed investigations into officer-involved shootings and complaints of excessive force; and represented IPRA at community events and meetings with other law enforcement agencies.

Mr. Smith has also served on the Board of Directors of the National Association for Civilian Oversight of Law Enforcement. He holds a Bachelor's Degree from the University of California at Berkeley and a Juris Doctorate from the University of California at Los Angeles School of Law.

Danielle Sutton | Danielle Sutton has worked in the field of police oversight since 2015. She currently works as an Investigator with the District of Columbia Office of Police Complaints (OPC), which provides civilian oversight of the District of Columbia Metropolitan Police Department (MPD) and District of Columbia Housing Authority Police Department (DCHAPD). Danielle has over 15 years of investigatory experience, including working as a fraud, background, and a pretrial release investigator. Prior to her current position, Danielle earned a Master's of Science in Forensic Studies with a concentration in investigations from Stevenson University, and a Master's of Arts in Legal and Ethical Studies and Bachelor of Arts in Criminal Justice from the University of Baltimore.

Samuel Walker | Samuel Walker is a widely quoted expert on issues of civil liberties, policing and criminal justice policy. He is the author of 14 books on those subjects, which have appeared in a



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combined total of 39 different editions. He has been interviewed in every major media outlet in the United States and around the world, including The New York Times, The Washington Post, PBS/Frontline, CNN and others.

His book, *Presidents and Civil Liberties from Wilson to Obama*, won the Langum Prize for the Best Book in American Legal History for 2012. Walker is Emeritus Professor of Criminal Justice at the University of Nebraska at Omaha, where he taught from 1974 to 2005. He received a Ph.D. in American history from Ohio State University in 1973.

In November 2018, Sam was given the Lifetime Achievement Award by the Division on Policing of the American Society of Criminology, and in October 2018, Sam was presented with the Academic Freedom Award by the Academic Freedom Coalition of Nebraska (AFCON). The award recognized his public protest of a new policy by the University of Nebraska Board of Regents that significantly restricted freedom of expression on the four University of Nebraska campuses.



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