

NATIONAL ASSOCIATION FOR CIVILIAN OVERSIGHT OF LAW ENFORCEMENT



ANNUAL REPORT
2012-2013

February 2014

Dear NACOLE Member,

I am pleased to present NACOLE's Annual Report for October 2012 through September 2013, describing the organization's work, carried out by the Board of Directors, NACOLE's committees and the Operations Coordinator, to advance the mission of NACOLE and the work of its members. It also contains the 2013 end-of-year financial report.

I can report that 2012-2013 was a successful year in several key ways for NACOLE:

- The 19th Annual Conference in Salt Lake City was one of the most successful conferences to date, bringing together almost 250 attendees from 29 states, Puerto Rico, and the District of Columbia, including 69 U.S. cities, as well as an additional five international cities.
- NACOLE brought in almost \$28,000 more than budgeted for the year, in spite of difficult economic times, largely due to the success of the Salt Lake City conference. The organization's strong financial position will allow us to continue to support our members, offer special programs and services, and advance our mission.
- The Board adopted and implemented new fiscal policies this year, including a comprehensive travel policy and conference speaker reimbursement guidelines, to increase the transparency and consistency of the Board's decisions and activities.
- Members of the Finance Committee completed an internal review of NACOLE's finances. The final report, along with its findings and recommendations, was presented to the membership at the Annual Meeting in Salt Lake City.

We have an exciting year ahead, with big things planned. The committees are already hard at work for the 2013-2014 year, and planning is well underway for the 20th Annual Conference in Kansas City, Missouri. Committee goals for the year include: increasing membership, supporting and co-teaching a course on civilian oversight at a college or university, updating the strategic plan, continuing to build partnerships with similarly focused organizations, developing more detailed oversight agency profiles, retaining a firm to conduct a formal audit of NACOLE's finances, enhancing the website's features and content, engaging more on social media, and much more. Stay tuned!

If you would like to get involved after reading this report and seeing the accomplishments of NACOLE's committees this past year as well as their goals for next year, please just send an email to info@nacole.org.

Kind regards,

Brian Buchner
President
NACOLE

TABLE OF CONTENTS

I.	INTRODUCTION	4
II.	NACOLE MISSION AND GOALS	4
III.	HISTORY OF NACOLE.....	4
IV.	NACOLE BOARD OF DIRECTORS AND CONDUCT OF BUSINESS.....	6
V.	NACOLE MEMBERSHIP	8
VI.	2013 YEAR-END FINANCIAL REPORT	8
VII.	COMMITTEE ACCOMPLISHMENTS	9
VIII.	SPECIAL PROGRAMS	18
IX.	2013-2014 COMMITTEE GOALS	21
	APPENDICES	24

Appendix A – 2013 Annual NACOLE Conference Session Summaries

Appendix B – NACOLE 2013 Year-End Financial Report

I. INTRODUCTION

The National Association for Civilian Oversight of Law Enforcement (NACOLE or “Association”) is a 501(c)(3) not-for-profit organization that brings together individuals and agencies working to establish or improve oversight of police officers in the United States.

II. NACOLE MISSION AND GOALS

The mission of NACOLE is to enhance fair and professional law enforcement responsive to community needs.

To this end, the goals of NACOLE are the following:

- To provide for the establishment, development, education, and technical assistance of/for civilian oversight of law enforcement.
- To develop a national forum to provide an informational and educational clearinghouse and a publication resource of educational information for the public and organizations in the field of civilian oversight of law enforcement.
- To encourage the highest ethical standards in organizations which oversee law enforcement.
- To educate the public by developing mechanisms to enhance police and community relations, educate law enforcement agencies, and encourage law enforcement to respond with sensitivity to citizens' issues and complaints.
- To encourage full racial and ethnic representation and participation in this organization and the agencies overseen by its members.

III. HISTORY OF NACOLE

Beginning in 1984, a series of meetings—the first of which was held at the University of Illinois at Chicago—brought together stakeholders and oversight practitioners from around the world to discuss citizen complaints of police abuse and misconduct. Following those meetings, the first International Conference on Civilian Oversight of Law Enforcement was held in Toronto, Ontario, Canada, from October 1-4, 1985. The conference hosted approximately 170 participants from the U.S. and abroad. The conference became an annual event after that, and culminated in the formation of the first professional association of oversight practitioners: the International Association for Civilian Oversight of Law Enforcement (IACOLE). IACOLE continued to host annual conferences for numerous years, until the organization folded. IACOLE’s leaders, many of whom remain involved in oversight today, helped establish oversight offices across the country and around the world.¹

¹ IACOLE no longer exists. The date of its dissolution is unclear. Efforts to re-establish an international network for oversight began again in October 2005 in Montreal. Representatives from Canada, the U.S., Great Britain, and Northern Ireland met and set out basic principles and objectives for international cooperation. They met again in May and October 2006. Their efforts were supported by oversight organizations from Africa and Australia. On March 23, 2007, the steering group for the International Network for the Independent Oversight of Policing (INIOP) met formally for the first time. INIOP ceased its activities several years later.

In 1993, several members of the United States delegation to the IACOLE conference in Cambridge, Massachusetts, met to discuss issues of mutual concern relating to civilian oversight of law enforcement within the U.S. The focus of the meeting was the creation of a national organization that would address these issues.

At the 1994 IACOLE conference in Orlando, Florida, attendees from the U.S. held additional meetings to discuss oversight in the U.S. and the need for a national organization. They continued their discussion throughout the year. In April of 1995, a group met in Landover, Maryland, and approved the Articles of Incorporation and preliminary Bylaws for a national organization of oversight practitioners. The group also approved “National Association for Civilian Oversight of Law Enforcement” as its official name. NACOLE received its nonprofit, tax-exempt 501(c)(3) status in 1999.

Since its incorporation in 1995, NACOLE has brought together individuals and agencies working to establish or improve oversight of police officers at its annual conferences. NACOLE’s annual conferences bring together the growing community of civilian oversight practitioners, law enforcement officials, journalists, elected officials, students, community members, and others to meet and exchange information and ideas about issues facing civilian oversight and law enforcement. It is through this open dialogue and continual learning, at the conferences and beyond, that civilian oversight of law enforcement will continue to grow and become more effective.

NACOLE FOUNDERS

The Founders of NACOLE showed tremendous courage and commitment to civilian oversight of law enforcement, as well as foresight in understanding the need for an organization to support the growing interest in and evolution of oversight. The NACOLE Founders were: Donald Casimere, Clyde B. Davis, Felicia Davis, James L. Johnson, Robin Lolar, Malvina Monteiro, Brian C. Reeder, and Larna Spearman. Donald Casimere recently retired after more than 25 years of direct experience in oversight, including helping start oversight in the cities of San Francisco, Richmond, and Sacramento, California. A number of the NACOLE Founders continue to work in civilian oversight. As of the time of this report, Clyde B. Davis is the chair of the Prince George’s County, Maryland Citizen Complaint Oversight Panel. Robin Lolar continues to work as an investigator for the Minneapolis Office of Police Conduct Review (formerly the Minneapolis Civilian Police Review Authority). Brian C. Reeder is Executive Director of the Indianapolis Citizens’ Police Complaint Office. Larna Spearman, a volunteer with the Indianapolis Citizens’ Police Complaint Board, was recently appointed as its chair.

THE NACOLE PRESIDENT

The President of NACOLE is elected to the position by its members, and serves as the presiding officer of NACOLE. The President serves for a term of one year and is eligible for reelection; however, he or she may be elected to serve for no more than three consecutive one-year terms

as President. The President is available to consult with the members on Association matters between meetings; appoint members to committees; and represent the interests of NACOLE with related associations, agencies, and organizations; among other responsibilities.

PAST NACOLE PRESIDENTS

NACOLE is indebted to its Past Presidents, who worked tirelessly to improve the organization and ensure its vitality, relevance, and continued growth into the future. Presidents fielded phone calls and e-mails from the press and communities across the country looking to establish oversight of their local law enforcement agency. They met with possible partners and like-minded organizations in an effort to advance the principles and practice of civilian oversight. Without the efforts of our Past Presidents and their unwavering commitment to civilian oversight, NACOLE would not be where it is today: hosting our 20th Annual Conference, being a leader in the national dialogue on police oversight, and serving as the “go to” source for oversight information and resources.

Past NACOLE Presidents include:

1999-2001 – Brian C. Reeder, Indianapolis, Indiana
2001-2003 – Sue L. Quinn, San Diego, California
2003-2005 – Malvina Monteiro, Cambridge, Massachusetts
2005-2006 – Barbara Attard, San Jose, California
2006-2007 – Pierce Murphy, Boise, Idaho
2007-2008 – Eduardo Diaz, Ph.D., Miami, Florida
2008-2009 – Philip K. Eure, Washington, DC
2009 André Birotte, Jr.², Los Angeles, California
2010 Philip K. Eure, Washington, DC
2010-2012 – Kathryn Olson, Seattle, Washington
2012-2013 – Ilana Rosenzweig, Chicago, Illinois

IV. NACOLE BOARD OF DIRECTORS AND CONDUCT OF BUSINESS

NACOLE operates with an 11-member, all-volunteer Board of Directors elected by the membership at the Annual Conference. NACOLE’s executive officers consist of an elected President and Vice-President, and an appointed Secretary and Treasurer.

The President is the presiding officer of NACOLE. Upon the election of a new President, the outgoing President will serve as the Immediate Past-President. The Vice-President is also elected for a term of one year, and is eligible to be elected for no more than three consecutive

² On March 4, 2010, Mr. Birotte was sworn in as the United States Attorney for the Central District of California. Upon assuming his role as U.S. Attorney, Mr. Birotte resigned as NACOLE President, having been elected at the Austin conference in November of 2009. Then-Immediate-Past President Philip Eure was appointed by the Board of Directors to serve as President for the remainder of Mr. Birotte’s unexpired term.

one-year terms. The eight at-large members of the Board are elected to three-year terms, staggered so that approximately one-third of the terms expire each year. Board members can serve a maximum of three consecutive terms.

The Board meets in-person twice a year—once in January or February for a three-day retreat for conference and strategic planning, and again in the fall in conjunction with the Annual Conference—and via conference calls the other 10 months of the year.³ The responsibilities of the Board include planning and organizing the Annual Conference, managing NACOLE's finances, and conducting general oversight of the organization.

NACOLE's Board reflects the diversity of its membership. Board members also represent a variety of types of jurisdictions (i.e., large, medium, and small cities; urban centers and suburban communities) throughout the country. Further, a number of Board members have experience with numerous models of oversight.

The 2012-2013 Board consisted of: President Ilana Rosenzweig (Chicago, IL); Vice-President Brian Buchner (Los Angeles, CA); Treasurer Ainsley Cromwell (Detroit, MI); Secretary Karen U. Williams (Kansas City, MO); Immediate Past-President Kathryn Olson (Seattle, WA); and Directors Cristina Beamud (Medford, MA), Brian Corr (Cambridge, MA), Joyce M. Hicks (San Francisco, CA), Charles Reynolds (Dover, NH), Dawn Reynolds (Dallas, OR), and Jayson Wechter (San Francisco, CA).

The 2013-2014 Board, elected at the 2013 Annual Membership Meeting, consists of: President Brian Buchner (Los Angeles, CA); Vice-President Brian Corr (Cambridge, MA); Treasurer Ainsley Cromwell (Detroit, MI); Secretary Christian Klossner (Washington, DC); Immediate Past-President Ilana Rosenzweig (Singapore); and Directors Joyce M. Hicks (San Francisco, CA), Avice Evans Reid (Knoxville, TN), Charles Reynolds (Dover, NH), Dawn Reynolds (Eugene, OR), and Jayson Wechter (San Francisco, CA). The NACOLE Board also appointed Karen U. Williams (Kansas City, MO) to fill the Board vacancy created by Brian Corr's election as Vice-President.

The Board met immediately after the 2012 elections, held monthly telephone conference meetings, held its mid-winter meeting in January 2013, and met again prior to the 2013 Annual Conference. The Board meetings focused on the dual functions of the Board: strategic planning and meeting its operational requirements to ensure NACOLE's programs meet the needs and expectations of the membership.

Committees are the operational core of NACOLE. During the 2012-2013 year, there were nine committees. The committees do many things, including: drafting policies for the organization; researching good practices in oversight from around the country; seeking grant and other funding opportunities; recommending the annual budget; preparing the newsletter; overseeing the website and updating its resources and links; conducting outreach to possible new

³ A Board year runs from the elections held at one annual conference to the elections held at the subsequent annual conference.

members and hosting regional meetings; and reviewing and recommending scholarship and award recipients.

The nine committees were as follows:

- Conference Planning Committee
- Elections and Bylaws Committee
- Finance Committee
- Membership Development and Outreach Committee
- Newsletter Committee
- Professional Standards Committee
- Scholarship Committee
- Strategic Planning Committee
- Website Committee

For a discussion of the committees' work, members, and accomplishments in 2012-2013, see the *Committee Accomplishments* section below.

NACOLE also contracted with Operations Coordinator Cameron McElhiney to provide much-needed support for the planning of the Annual Conference, the NACOLE Certified Practitioner of Oversight program, bookkeeping, the Annual Conference Scholarship Fund, website, and other administrative tasks. Ms. McElhiney first became involved with NACOLE in 1998 while she was a member of the Indianapolis Citizens' Police Complaint Board. She served on the Citizens' Police Complaint Board for six years, including two as President.

V. MEMBERSHIP

As of September 20, 2013, NACOLE had 125 members, which included 55 organizational members, 31 regular members, 20 associate members, three student members, and 16 life members. This represented a nearly 10 percent increase over 2011-2012 membership levels. See the Membership Development and Outreach Committee accomplishments below.

VI. 2013 YEAR-END FINANCIAL REPORT

Attached as Appendix B is the year-end financial report for 2013.

The year-end financial report for 2012 can be found in the 2011-2012 Annual Report, a copy of which can be downloaded directly from the NACOLE website at the following link:
http://nacole.org/wp-content/uploads/2011_2012_NACOLE_Annual_Report.pdf

VII. COMMITTEE ACCOMPLISHMENTS

Much of the work of NACOLE is done by and through its committees. Committee volunteers work hard to tackle tough issues that come up related to NACOLE, its operations, and the field of civilian oversight.

Committees were productive during the 2012-2013 year. Their year-end reports, members, and accomplishments are detailed below.

Conference Planning Committee

The 19th Annual NACOLE Conference in Salt Lake City, Utah, “Finding the ‘Right’ Balance,” was one of the most successful conferences to date. The conference brought together almost 250 attendees from 29 states, Puerto Rico, and the District of Columbia. Participants came from 69 U.S. cities, as well as an additional five international cities. The sessions were very informative, the topics covered the spectrum of issues facing oversight agencies and practitioners, and the opportunities for informal networking and dialogue were invaluable. There were 69 participants in the NACOLE Certified Practitioner of Oversight (CPO) program. See Appendix A for the full conference program.

The Keynote Speaker, Michael E. Horowitz, Inspector General for the United States Department of Justice (DOJ), delivered impassioned remarks about the importance of holding government accountable, describing how he has dedicated his career to that ideal since his days prosecuting public corruption as an Assistant United States Attorney in the Southern District of New York. In particular, he noted that it is critical for him as DOJ Inspector General to find balance managing a workforce of approximately 400 special agents, auditors, inspectors, attorneys, and support staff across the country and overseeing the entire DOJ, which includes large federal law enforcement agencies such as the FBI, U.S. Marshals Service, DEA, and ATF.

Philip K. Eure received the 2013 NACOLE Flame Award recognizing his long commitment to advancing civilian oversight and civil rights, including during his nearly 14 years as Executive Director of the Washington, DC, Office of Police Complaints and his past presidency of NACOLE. After graduating from Harvard Law School, Mr. Eure worked for several years in the Civil Rights Division of the DOJ, fighting for the rights of those who experienced discrimination in their employment, before being appointed to restart civilian oversight in Washington, DC, in 1999. Since that time, he has built one of the most effective police oversight offices in the nation. He has also spent countless hours helping cities and community groups around the nation advocate for effective police oversight.

The Center for Justice, a nonprofit law and advocacy organization in Spokane, Washington, was honored with the Contribution to Oversight Award for its work in advancing civilian oversight of the Spokane Police Department following the police-involved death of a mentally impaired man in 2006. Its continuing efforts helped establish an independent ombudsman and amend the City Charter to require the ombudsman be “vigorously independent.”

An investigative journalism team at the Sun Sentinel in South Florida also received a Contribution to Oversight Award for their Pulitzer Prize-winning investigation into speeding by on- and off-duty police officers in the South Florida area. Their investigation, "Above the Law: Speeding Cops," resulted in many South Florida police agencies initiating internal investigations and changing policies and procedures.

Due to extensive fundraising efforts by the local host committee, the Annual Conference was also a financial success for NACOLE. Conference revenue (including registrations, hotel rebates⁴, and donations) totaled \$118,060. Conference expenditures totaled \$68,990.⁵ This substantial surplus was used to fund NACOLE's other undertakings, including production of the newsletter, maintenance of the website, representation at other professional conferences or meetings, and outreach to jurisdictions exploring civilian oversight. The surplus was also used to strengthen NACOLE's reserves, helping to ensure its viability into the future.

The Committee members included Co-Chairs Brian Buchner and Brian Corr, and members Sharon Kidd, Christian Klossner, Simone Levine, and Karen U. Williams.

The local host committee, without which the conference could not have been organized, included Richard Rasmussen, Amy Pufahl, and the entire Salt Lake City Police Civilian Review Board. NACOLE also owes its thanks to Salt Lake City Police Chief Chris Burbank, his assistant, Patricia Williams, and the Department's Media Director, Lara Jones, whose support and participation in the conference helped to make it a success.

Elections and Bylaws Committee

During the 2012-2013 year, consistent with its obligations under the Bylaws, the Elections and Bylaws Committee reviewed and revised the NACOLE Election Procedures for the Board. The Board approved the revisions on February 13, 2013.

In accordance with NACOLE's election procedures, the Election Notification Letter, Declaration of Intent to Seek Office Form, and the Proxy Vote Form were distributed to all members along with dues notices. Additionally, the procedure for filing a Declaration of Intent to Seek Office, Declaration of Intent to Seek Office form, Proxy Authorization form, names and bios of the declared candidates, and a Sample Ballot were all posted on the NACOLE website.

Finally, the Committee also reviewed a request to consider a revision to the Bylaws, which would provide voting status to associate members. After reviewing the applicable Bylaws provisions and with the knowledge that many organizations include a category of interested but non-voting membership, the Committee recommended the Board take no action on this issue.

⁴ While the hotel rates include a rebate to NACOLE to help offset the costs of the conference facilities rental, in order to keep registration costs down, the negotiated rates are below standard guest rates quoted at the hotels for non-NACOLE-related guests.

⁵ See Appendix B for a complete breakdown of conference-related revenue and expenditures.

The Bylaws authorize voting membership to a broad range of individuals involved in police oversight. In addition to organizational memberships, the Bylaws provide for regular memberships, which include persons “who work for ... [or] have worked for ... agencies, which are established by legislative or executive authority to investigate and/or review complaints against law enforcement ... or are on a board, council, commission or committee with authority to direct, control, and/or oversee the activities and/or performance of the chief law enforcement officer of a political subdivision.”

Associate membership includes provisions for involvement in NACOLE activities by a broad range of people interested in but not working directly with/for actual oversight agencies, and it authorizes them to actively participate in the organization’s activities, including serving on committees. The Bylaws do not allow associate members to vote on NACOLE business matters or hold office.

The Elections and Bylaws Committee members included Chair Charles Reynolds and members Ainsley Cromwell, Christian Klossner, and Karen U. Williams.

Finance Committee

The Finance Committee is responsible for monitoring and reviewing NACOLE’s budget and balance sheets, and works with the Treasurer and Operations Coordinator—both members of the Committee—to analyze funding and budget issues in order to make recommendations for resolving these issues to the Board of Directors.

The Committee had an ambitious agenda for the 2012-2013 year, which it accomplished through the hard work and commitment of all of its members. In support of NACOLE President Ilana Rosenzweig’s goal to “bring more transparency to NACOLE governance,” the Committee worked to make the organization’s financial policies and procedures – and the Board’s decisions regarding them – as consistent as possible with good practices for nonprofit organizations.

In addition to its ongoing responsibility to monitor and review NACOLE’s budget and balance sheets, the Committee took on four major initiatives: (1) Preparing a draft annual budget for review and consideration by the Board of Directors; (2) Preparing a draft travel and expense reimbursement policy; (3) Preparing draft conference speaker and reimbursement guidelines; and (4) Conducting an internal financial review.

2013 Annual Budget

One of the most critical responsibilities of the Committee is to prepare a draft annual budget for the Board to review and consider, typically during its mid-winter meeting in January or February. The Committee discussed, via email, the draft budget and then met, via conference call, to finalize its budget recommendation to the Board before the end of December 2012. Committee members reviewed documents and budget requests, and coordinated with the Conference Planning Committee to determine the Annual Conference budget, the largest

budgetary item every year. The Board adopted the final budget on January 12, 2013. See Appendix B for the budget as amended by the Board on August 14, 2013.

Travel and Expense Reimbursement Policy

As part of streamlining NACOLE's financial policies and procedures, the Committee refined the Travel and Expense Reimbursement Policy. The Committee's goal was to create a comprehensive yet flexible policy providing clear rules and guidance for the Board and NACOLE personnel (i.e., contractors). After extensive discussion and review by the Committee, the Board adopted an updated travel policy on February 13, 2013. The Board adopted an amended version on July 10, 2013 (see Appendix B addressing issues related to international travel, cancellation of travel, and unexpected or unanticipated expenses. This policy provides a transparent, reasonable framework for addressing the sometimes-thorny issue of travel expenses.

Conference Speaker Reimbursement Guidelines

Every year the Conference Planning Committee has to make decisions about whether to waive registration fees for conference speakers and whether to pay for conference speakers' hotel and travel expenses (which NACOLE generally does not do).

The Committee drafted guidelines for the Board's consideration, and the Board adopted the final guidelines on February 13, 2013, in time for the Conference Planning Committee to use in its delivery of the 19th Annual NACOLE Conference in Salt Lake City. A copy of the guidelines can be found in Appendix B

Internal Financial Review

During the 2011-2012 year, the Committee focused on ensuring appropriate accountability in the use of NACOLE resources. NACOLE's certified public accountant recommended that a formal audit—often preferred by external funders—was not needed at this time. Accordingly, the Board agreed that until a full audit is warranted, an internal financial review would ensure that NACOLE's finances are being managed effectively, efficiently, legally, and ethically.

During the 2012-2013 year, the Committee was asked by the Board to develop and facilitate an internal review of the organization's finances. Beginning in March 2013, the Committee began drafting an outline and protocols for an internal financial review ("Review"). The Board adopted the final version (see Appendix B on April 10, 2013).

Primarily, the purpose of the Review was to detect financial risk. The Review set out to verify that appropriate internal financial controls were in place through a detailed examination of financial records, policies, and procedures from January 1, 2011, through December 31, 2012—and to make recommendations for implementation of controls where risk is great and controls were lacking or inadequate. The Review also sought to determine whether the organization's

funds have been spent as authorized in the annual budget and to identify any changes needed to ensure NACOLE manages its funds responsibly. Finally, the Review was intended to provide assurance that NACOLE's finances are in order, giving confidence to potential funders (i.e., federal, state, or local governments or private foundations) that NACOLE is a fiscally responsible, healthy, and viable organization.

Committee members Dale Roberts and Avice Evans Reid conducted the Review. Neither Roberts nor Reid were members of the Board at the time. They examined whether "material changes" were needed to bring the financial statements into compliance with the applicable financial reporting framework for the two-year period of the Review. The Review concentrated on the financial statements and areas with an enhanced risk for misstatement. They also reviewed the budget to determine whether there was general internal consistency and conformity.

The final report (see Appendix B), presented to the Board in September 2013, concluded that generally, NACOLE has timely financial reporting; the budget process works well and is adequately documented; and there were no major budget over- or under-runs. However, the report also identified a number of areas of concern, the most critical of which was the need to clearly segregate the duties of the Treasurer and bookkeeper regarding cash receipts, procurements, cash disbursements, and payroll. Currently, the Treasurer and bookkeeper's duties are combined. The report found that these duties should be separated and defined independently of each other because the lack of separation allows for "material risk," such as the ability to make unauthorized transactions, misappropriation, or other errors resulting in harm to the organization. The Board accepted the report and agreed to implement the report's recommendations.

The Finance Committee members included Chair Brian Buchner and members Ainsley Cromwell, Cameron McElhiney, Avice Evans Reid, Dale Roberts, and Sue Quinn.

Membership Development and Outreach Committee

The Membership Development and Outreach Committee tracks NACOLE membership levels, supports the Board Secretary in maintaining membership records, and manages the outreach log for inquiries to NACOLE seeking assistance in studying or establishing civilian oversight. It also assists the Conference Planning Committee in marketing the annual conference as a way to attract new members. The mission of the Committee, as adopted during the 2012-2013 year, was "to develop new and innovative ways to attract new members as well as retain current membership and to increase conference participation. The Committee will grow and retain membership through enhancing and demonstrating the value of the National Association for Civilian Oversight of Law Enforcement to new and existing members and building increased awareness of NACOLE's purpose nationally and internationally."

To advance its mission, the Committee identified three primary goals for the year:

- Develop a regional process for face-to-face outreach to communities exploring civilian oversight of law enforcement or in need of civilian oversight of law enforcement.
- Increase membership by 10 percent.
- Create a welcoming environment for new members and first-time conference attendees by having a special gathering for them at the annual training conference.

During the 2012-2013 year, two of the three goals were accomplished. First, members of the Committee held a northern California networking event in August. Approximately 40 individuals representing oversight entities from around northern California attended the networking event. Oversight entities represented at the event included the San Francisco Bay Area Rapid Transit (BART) Citizen Review Board, BART Office of the Independent Police Auditor, Berkeley Police Review Commission, Oakland Citizens' Police Review Board, San Francisco Office of Citizen Complaints, San Francisco Police Commission, and the Richmond Police Commission. Also in attendance were members of the legal community involved in civilian oversight. NACOLE Board members Joyce M. Hicks and Jayson Wechter attended, with Ms. Hicks taking the lead in convening the meeting. Committee members Sharon Kidd and Kobia West also attended.

Second, at the 19th Annual Conference in Salt Lake City, following the general reception, the Committee co-hosted a smaller, informal gathering for new members, first-time conference attendees, and mentoring program participants (or those interested in participating).⁶

During the year, a total of 14 new potential member agencies were identified along with 113 individuals and agencies that had previously attended an annual conference but did not attend in 2012. Each of these individuals and agencies was contacted with a letter informing them about the benefits of membership in NACOLE and details about the 2013 Annual Conference.

Finally, the NACOLE President, Vice-President, and other Board members responded to a total of 55 inquiries for information about NACOLE or civilian oversight. These 55 inquiries were more than triple the 17 inquiries received by NACOLE in 2011-2012.

The Membership Development and Outreach Committee members included Chair Joyce M. Hicks and members James McGrail, Sharon Kidd, Kobia West, and Maceo Williams.

⁶ The NACOLE Professional Mentoring Program offers opportunities for experienced and newer police oversight professionals to continue their professional development through formal mentoring relationships. See the *Special Programs* section below. More information about the program is also available on NACOLE's website, at <http://nacole.org/special-programs/mentoring-program/>.

Newsletter Committee

The Newsletter Committee oversaw the production of two issues of the *NACOLE Review* during the 2012-2013 year, with one edition published in April 2013 and the second in August 2013. The Committee, as it always does, relied on the many contributions from NACOLE members who wrote articles and reviews for the newsletter.

As was announced in both of the 2013 editions, the Board voted to begin distributing the *NACOLE Review* electronically in 2014, reducing the financial and environmental costs of printing and mailing the newsletter. The electronic version of the newsletter will be available through the NACOLE website and Listserv, and by email. The change also makes it easier to distribute multiple copies to an oversight agency, through individual email accounts. A form to collect email addresses, or to opt out and continue to receive a paper copy of the newsletter, was included with the 2013 membership dues notice.

As NACOLE has been using the same publisher since 2007, the Committee recommended that the 2014 Committee conduct a due diligence check to consider other resources.⁷ Some quality control issues arose in 2013, which caused a delay in the publication of the summer edition of the *NACOLE Review*.

The Newsletter Committee members included Chair Kathryn Olson and member Karen U. Williams.

Professional Standards Committee

The Professional Standards Committee works to develop professional standards to guide those involved in civilian oversight. In 2012-2013, the Committee accomplished two major projects: (1) surveying and completing detailed profiles of oversight agencies around the country, and (2) overseeing the NACOLE awards process.

Oversight Agency Profiles

The Committee compiled profiles of seven oversight agencies representing different models of oversight using a standardized set of criteria. These criteria were adapted from agency profiles found in a compendium of all oversight agencies in Canada produced by the Canadian Association for Civilian Oversight of Law Enforcement (CACOLE). Additionally, each profile includes attachments and/or links to websites containing relevant original documents related to an agency's scope, authority, and operations. A major goal of this project was to provide models of enabling legislation, regulations, procedures, and other information that would be useful to individuals or groups who are establishing oversight systems.

⁷ A new newsletter publisher was hired in 2014, which will be announced in the 2014 winter edition of the *NACOLE Review*.

To date, profiles have been completed for oversight entities in Albuquerque, New Mexico; Atlanta, Georgia; Berkeley, California; Eugene, Oregon; Los Angeles, California; New Orleans, Louisiana; and San Francisco, California. Each of these profiles has been posted to the NACOLE website.⁸

NACOLE Awards

The Committee completed its third year overseeing the NACOLE awards process. The members of the Awards Subcommittee were Jayson Wechter, Cristina Beamud, Max Caproni, Camelia Naguib, and former NACOLE Flame Award recipient Carol Scott.

The Professional Standards Committee members included Co-Chairs Jayson Wechter and Cristina Beamud, and members Max Caproni, Robin Hammer, Walter Katz, Camelia Naguib, Ruth Price, and Phillip Young.

Scholarship Committee

There were four Annual Conference Scholarship recipients for the 2013 Annual Conference: Kim Hendrickson, Bainbridge Island, Washington; Sharon Kidd, BART Citizens Review Board; Ellen LoCurto-Martinez, a doctoral student at the University of Tennessee (and former Chair of the Columbia, Missouri Citizens Review Board); and Crista Noel, Founder/CEO of Women's All Points Bulletin in Chicago. The NACOLE Annual Conference Scholarship Fund raised \$1,420 at the 19th Annual Conference, for a total to \$1,755 raised in 2013.

The Scholarship Committee members included Chair Ainsley Cromwell and members James McGrail, Ilana Rosenzweig, Ines Vargas Fraenkel, and Jayson Wechter.

Strategic Planning Committee

The Strategic Planning Committee's work is centered on identifying and implementing strategies for strengthening NACOLE as an organization, better serving its members, and providing practical assistance to communities working to establish oversight.

In 2011-2012, the Committee designed a peer review program and obtained Board approval for hiring a professional grant writer to assist with funding a pilot project. In 2012-2013, the Committee identified Aaron Rome, who has written successful grant applications for other nonprofits engaged in social justice work. The Board approved a contract with Aaron in August 2013. Ultimately, Rome did not identify a feasible funding source for the project, and NACOLE spent only a fraction of the allocated funds for this purpose.

The Committee brokered a partnership with Dr. Carol Archbold, an associate professor at North Dakota State University, to explore studies of civilian oversight models and performance

⁸ Complete profiles can be found here: <http://nacole.org/nacole-resources/detailed-oversight-agency-profiles/>.

metrics. Dr. Archbold's primary areas of research have been civilian oversight, risk management, and police accountability. Grant proposals have been drafted and outreach to public and private funding sources has begun.

In 2012-2013, the Committee also compiled an extensive list of scholars working on issues relating to civilian oversight of law enforcement, building on the work of the Committee's efforts in prior years. This list, along with a list of their published works, should be of use to NACOLE members seeking assistance or information on particular issues. It will also serve as a quick resource when NACOLE wants to respond to RFPs and needs to collaborate with researchers.

The Committee worked to build relationships with other organizations engaged in work related to civilian oversight. In 2012, NACOLE entered into discussions with the Association of Inspectors General (AIG). In June 2013, then-Vice-President Brian Buchner authored an article on civilian oversight of law enforcement for the AIG's newsletter. Other possible collaborations between NACOLE and the AIG include a further exchange of articles in each organization's respective newsletter and giving discounts for members to attend available training sessions.

Similarly, the Committee reached out to the International Association of Law Enforcement Auditors (ILEAA). There was already some overlap in membership, particularly at the agency or institutional level. In 2012, the 18th Annual Conference in San Diego included a panel that presented an overview of systemic public safety audits at the local and federal level. The 19th Annual Conference featured a hands-on approach to police performance auditing.

The potential partnerships with the AIG, ILEAA, and others present opportunities to amplify the reach of NACOLE's message, increase membership, and advance NACOLE's mission as well as the work of its members.

The Strategic Planning Committee members included Chair Dawn Reynolds and members Walter Katz, Joey Lipari, and Edward Smart.

Website Committee

The Website Committee's goals for 2012-2013 included: developing a new platform for the website, migrating the email Listserv onto NACOLE's website, and working with the Professional Standards Committee to develop a searchable database of oversight agencies.

The first task was identifying and selecting a new web developer, and the Board contracted with Sean Hise of Exacta, LLC in Indianapolis. The Committee then set out to revise and update the existing NACOLE website, which was on an outdated and unnecessarily complex platform. All of the changes to the site were completed by mid-June.

The Committee, along with Hise, turned its attention to migrating the website to WordPress, a more user-friendly platform, and the new NACOLE website was launched on August 21, 2013.

One of the key benefits of the new platform is that it allows people who are not web design and programming experts to edit the website (including Board members), leading to substantial savings in the long term.

The Committee determined that moving the email Listserv to the NACOLE website requires further study by Hise because of budget constraints and technological limitations, and will be a top priority for 2014. Additionally, the Committee and the Professional Standards Committee have already collaborated on posting the detailed oversight agency profiles on the website, which is also a priority for the upcoming year.

The Website Committee members included Chair Karen U. Williams and members Kelvyn Anderson, Scott Dean, Cameron McElhiney, and Jayson Wechter.

VIII. SPECIAL PROGRAMS

Annual Conference Scholarship Fund

Mission Statement

The NACOLE Annual Conference Scholarship Fund offers financial support to individuals to attend the Annual Conference, expanding the reach of civilian oversight and promoting participation by individuals from a broad spectrum of social, economic, racial, ethnic, and cultural backgrounds. The Scholarship Fund supports and strengthens the work of civilian oversight practitioners and communities by providing access to a broad range of oversight information, best practices, and professional networks.

The Scholarship Fund is intended to reduce out-of-pocket expenses (i.e., registration, travel, lodging, meals) for attending the Annual Conference. Scholarships are provided by NACOLE and cover the cost of early conference registration and up to \$200 in travel-related expenses. The NACOLE Annual Conference Scholarship Fund is made possible by generous donations from individuals and organizations across the country.

Scholarship Descriptions, Eligibility, and Applications

Founders' Community Scholarship Award: The Founders' Community Scholarship Award (FCSA) honors the significant contributions of the founders of NACOLE. It supports grassroots, community, and law enforcement members whose attendance at the Annual Conference will benefit their communities, and whose commitment to civilian oversight will be reinforced by their participation. The FCSA provides financial assistance to individuals from diverse social, economic, racial, ethnic, and cultural backgrounds who may not otherwise be able to attend the Annual Conference.

Presidents' Scholarship Award: The Presidents' Scholarship Award (PSA) recognizes the dedication and commitment of each of NACOLE's past Presidents by supporting early-career professionals, volunteers, and students whose attendance at the Annual Conference will strengthen their interest and commitment to the field. The PSA supports anyone with three or fewer years of experience working or volunteering in civilian oversight of law enforcement and students currently enrolled full- or part-time in a college or university program.

Membership Scholarship Award: The Membership Scholarship Award (MSA) supports and strengthens the work of NACOLE members by introducing them to a broad range of oversight information, best practices, and professional networks. The MSA supports individuals in all NACOLE membership categories—Regular, Associate, Organizational, and Student—by providing financial assistance to attend the Annual Conference. To be eligible for the MSA, an individual must be: (1) a member of NACOLE in good standing at the time of the application; or (2) employed by/affiliated with an oversight entity holding an organizational membership in good standing at the time of the application.

Awards

NACOLE recognizes contributions to and accomplishments in the field of civilian oversight with two categories of awards:

- **The NACOLE Flame Award**, recognizing significant, long-term contributions to the field of police oversight by an individual, organization, or agency.
- **The NACOLE Achievement in Oversight/Contribution to Oversight Award**, recognizing a specific significant accomplishment in or contribution to civilian oversight by an individual, organization, or agency.

Nominations can be made by any NACOLE member and will be evaluated by the Awards Subcommittee of the NACOLE Professional Standards Committee.

The Association has recognized the following individuals for their contributions to and achievements in the field of civilian oversight with a NACOLE award:

Flame Award Recipients

Philip K. Eure, 2013	Michael Gennaco, 2012	Richard Rosenthal, 2011
Al LaCabe, 2010	Carol Scott, 2010	Donald Casimere, 2008
Robin Lolar, 2007	Nuala O'Loan, 2007	Rose Ceja-Aragon, 2005
Sue Quinn, 2005	Janet Reno, 2005	Samuel Walker, 2005

Bob Aaronson, 2004	Teresa Guerrero-Daley, 2004	Denise Deforest, 2004
Merrick Bobb, 2003	Joe Sandoval, 2003	Dede Wilhelm, 2003

NACOLE Founders, 2002: Donald Casimere, Clyde B. Davis, Felicia Davis, James L. Johnson, Robin Lolar, Malvina Monteiro, Brian C. Reeder, Larna Spearman

John Crew, 2001

Achievement in Oversight/Contribution to Oversight Award Recipients

Center for Justice, 2013	Sally Kestin, 2013	John Maines, 2013
John Dahlburg, 2013	André Marin, 2012	A.C. Thompson, 2012
Tom Jennings, 2012	Laura Maggi, 2012	Brendan McCarthy, 2012
Mark Leno, 2007	Gloria Romero, 2007	Anthony D. Romero, 2007

Mark Schlosberg, 2007

Certified Practitioner of Oversight Program

NACOLE offers a Certified Practitioner of Oversight (CPO) credential through its annual conferences. This program recognizes oversight practitioners who have achieved a high level of professional oversight training, and it encourages employers and oversight agencies to financially support and encourage participation in these voluntary training programs. To earn the CPO credential, a person must participate in designated training sessions at three qualifying conferences in a five-year period, and satisfy supplemental reading requirements. The 2008 conference in Cincinnati, Ohio, was the first qualifying conference for the program.

Mentoring Program

The NACOLE Professional Mentoring Program offers opportunities for experienced and newer police oversight professionals to continue their professional development through formal mentoring relationships.

Newer police oversight professionals often face challenges that have been faced by mentors in their own careers. As a result, mentors can provide feedback, guidance, tools, and specific resources on good professional practices to individuals new to the field of oversight or to their roles. Some of the more common issues faced by newer police oversight professionals include:

- Effective communication between police oversight, law enforcement, and communities
- Professionalism and ethics

- Conducting and reviewing investigations
- Policy analysis
- Career enhancement
- Balancing careers with family and personal lives
- Diversity issues

Participation in the program is voluntary, and one-on-one relationships between mentors and mentees are developed through regular communication via telephone and/or e-mail, usually on a monthly basis, participation in topic-specific conference calls, and other professional growth opportunities.

Some of the program’s activities include:

- Completing professional needs-assessment surveys
- Setting short-, mid- and long-term career goals, and tracking progress in accomplishing those goals over time
- Presenting together at the Annual Conference
- Discussing scholarly research on policing and police accountability
- Building skill sets in specific areas, such as conducting complaint investigations
- Talking about general management and leadership principles
- Helping prepare for job openings in civilian oversight of law enforcement

During each annual conference, participants have the opportunity to attend an informational get-together, which is an opportunity for many of the program participants to meet face-to-face for the first time.

IX. 2013-2014 COMMITTEE GOALS⁹

Conference Planning Committee goals:

- Review conference workshop proposals and submit its recommendations to the board.
- Assist the host committee and board in their local, regional, and national conference marketing efforts.
- Assist with planning the Opening and Sankofa Receptions.
- Organize a tour of/with the host city’s law enforcement agency.
- Help cities/jurisdictions better understand how to get funding to attend the conference and, similarly, get feedback on what could get them to attend next year’s conference, if they cannot attend this year.

⁹ The NACOLE Board of Directors adopted a realigned committee structure during its November 2013 regular meeting. The new committee structure included several new committees and refocused some of the existing ones. New committees include the Outreach and Public Relations Committee and the President’s Executive Advisory Committee. Look for a more detailed description of the committee realignment process in the 2013-2014 Annual Report.

- Help cities/jurisdictions better understand how to host a conference and how to prepare an application.
- Balance the needs of new conference attendees with those who have attended previous conferences.

Elections and Bylaws Committee goals:

- Receive and review suggestions for revisions to the NACOLE Bylaws, and make recommendations to the Board.
- Review and recommend revisions to the Election Rules, prepare election notices, ballots and other election materials, and conduct the election of Board members at the Annual Conference.

Finance Committee goals:

- Secure a firm to conduct a complete audit of NACOLE’s finances from 2011-2013.
- Establish a complete set of financial procedures, including who is responsible for establishing, conducting, and maintaining each procedure.
- Work with the Board of Directors to establish a foundation and endowment fund.

Membership Development and Engagement Committee goals:

- Hold four regional outreach events.
- Increase conference participation, retain existing members by holding regional outreach events, increase membership by 10 percent, and research and identify potential new members.
- Hold a “welcome reception” for new members at the Annual Conference.
- Support the Outreach and Public Relations Committee by maintaining the outreach log.

Newsletter Committee goals:

- Publish two newsletters—one in February and a second in June/July.
- Publish an electronic-only, conference-wrap-up edition following the Annual Conference.
- Continue to seek a diversity of general interest news and information, technical content, and scholarly articles for the newsletter.

Outreach and Public Relations Committee goals:

- Support the marketing and branding efforts of the Conference Planning Committee and NACOLE’s special programs.
- Develop and distribute an “outreach packet” containing background information, resources, and sample materials for communities that are exploring civilian oversight or have concerns that might be addressed by oversight.
- Conduct a survey of non-NACOLE members to find out what they might need or want from NACOLE.
- Support and help build the NACOLE mentoring program.

President's Executive Advisory Committee goals:

- Identify pressing issues facing the practice of civilian oversight or NACOLE.
- Provide input into the direction of NACOLE as an organization.
- Ensure that NACOLE supports the needs of the growing community of oversight practitioners and volunteers, the public, and others interested in understanding, establishing, or improving oversight of their police.

Professional Standards Committee goals:

- Continue to run a successful Awards program.
- Working with the CPO Subcommittee, update the CPO Program's reading list.
- Continue developing detailed oversight agency profiles.
- Explore the development of a database of member training, experience, and education.
- Conduct preliminary research on existing standards for oversight investigations.

Scholarship Committee goals:

- Hold a successful fundraising event at the Annual Conference.
- Raise funds from donors in the Kansas City area.
- Award at least one scholarship to a qualified attendee from the Kansas City area.

Strategic Planning Committee goals:

- Identify best business practices for NACOLE.
- Conduct outreach to, and form strategic alliances with, non-profits that have missions and goals that complement those of NACOLE.
- Develop relationships with, and support the work of, scholars whose research will benefit the understanding and advancement of oversight.
- Update and revise the 2010 Business Plan.

Website and Digital Media Committee goals:

- Incorporate video and audio into the website, including selected NACOLE conference sessions, regional meetings, or selected newsworthy information and events.
- Further incorporate social and digital media into NACOLE and its activities (i.e., Twitter, Facebook, and LinkedIn).
- Increase the value of the NACOLE website by creating a members-only section and enhancing the resources and information on the public site.

APPENDIX

APPENDIX A

19th Annual NACOLE Conference
Finding the "Right" Balance
Salt Lake City, Utah
September 22-26, 2013

Session Details

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*Finding the
“Right”
Balance*

19th Annual Conference
September 22 – 26, 2013
Salt Lake City, Utah

National Association for Civilian
Oversight of Law Enforcement

SESSION DETAILS

SUNDAY, SEPTEMBER 22nd

1:00 p.m. – 4:00 p.m.
Pre-Conference Workshop
Restorative Circles Demonstration

During the 2012 NACOLE Conference, the concept of Restorative Circles was introduced through a retelling of an experience using the approach in the aftermath of the death of the late John T. Williams, who was shot by a Seattle Police Department officer in 2010. Feedback about the conference presentation was very positive, and many asked for an opportunity to experience a Restorative Circle in order to better understand the power of this process to address conflict and build positive police-community relations. Andrea Brenneke is returning to NACOLE to facilitate a semi-simulated Restorative Circle with a limited number of attendees, while others will be invited to observe. Participants will: consider the importance of a systems approach to dealing with conflict and the ways it can support meaningful responsibility and accountability among members of a community; learn the principles and basic framework of the Restorative Circle model; participate in or observe a semi-simulated Restorative Circle and its three phases (shared meaning, self-responsibility, and agreed action); experience the dialogue process; learn tools of compassionate heart communication and engagement; and consider applications in police-community relations, NACOLE, and other settings.

In addition to this three-hour workshop, Andrea will be available to meet with attendees in small groups at other times during the conference week to continue the work of the Restorative Circle and practice the skills learned during the primary workshop.

Facilitator:

Andrea Brenneke, Director of Restorative Justice, City of Seattle, Seattle, WA

6:00 p.m. – 8:00 p.m.
Opening Reception

Please join us poolside at the Little America Hotel for a reception welcoming attendees to the 19th Annual NACOLE Conference. Welcoming remarks will be made, and the Annual Gift in honor of our conference speakers will be presented to the Fourth Street Clinic, a not-for-profit health care provider whose mission is to help homeless Utahans improve their health and quality of life by providing high quality health care and support services.

Fourth Street Clinic was founded in 1988 as a triage clinic staffed with one part-time nurse who relied heavily on hospitals for patient treatments. Today, with a staff of 50 and a volunteer network of more than 150, Fourth Street Clinic is a comprehensive healthcare home that serves 3,783 homeless men, women, and children with 22,300 primary care, behavioral health, and specialty care visits. By increasing homeless Utahans' access to primary care, Fourth Street Clinic is a major partner in ending

homelessness, promoting community health, and achieving across-the-board health care savings. More information about Fourth Street Clinic is available on their website, www.fourthstreetclinic.org.

8:00 p.m. – 9:00 p.m.

First-Time Attendee, New Member, and Mentoring Program Gathering

NACOLE wishes to welcome all new members and first-time attendees to our conference. In that regard, NACOLE's Membership and Outreach Committee and Professional Mentoring Program are hosting an informal get together and information session on Sunday evening beginning at 8:00 p.m. The group will meet in the main hotel lobby then walk to dinner where, in a relaxed and casual setting, individuals can get to know one another and learn more about NACOLE and its activities. It is also an opportunity for long-time NACOLE members to learn about the work you are doing in your own communities. We hope that you will join us.

MONDAY, SEPTEMBER 23RD

7:30 a.m. – 8:30 a.m.
Continental Breakfast

8:30 a.m. – 10:00 a.m.
Session I
Concurrent Session: Basic Skills: Legal Updates

This session is intended to aid conference attendees in accessing, using, and understanding important recent cases relevant to policing and public safety oversight, primarily from the United States Supreme Court and Courts of Appeals. This session will also highlight specific recent cases that reflect emerging trends in police accountability.

Panelists:

Jonathan M. Smith, Chief, Special Litigation Section, United States Department of Justice, Civil Rights Division, Washington, DC

John Mejia, Legal Director, ACLU of Utah, Salt Lake City, UT

Facilitator:

Christian J. Klossner, Deputy Director, Office of Police Complaints, Washington, DC

8:30 a.m. – 10:00 a.m.
Session II
Concurrent Session: Intermediate/Advanced Skills: First Time Performance Audits

You have been tasked with conducting a performance audit of an area that has never been audited by your office before. No one in your office has firsthand audit experience. You may be familiar with the term Generally Accepted Government Auditing Standards (GAGAS), but you are unsure how to apply these guidelines to your auditing project. Although performance auditors are typically Certified Public Accountants or Certified Internal Auditors, with the right tools and a commitment from your office, persons who have a background in public policy, business, or public administration or experience in investigations can be successful in conducting a performance audit.

This session will present an overview of performance auditing and how to apply GAGAS standards in your audit planning, fieldwork, presentation of audit findings, and report writing. The panelists will explain the importance of designing the audit using a specific process in order to guide you through the audit, increase its quality, and reduce the politicization of your work.

Panelists:

Carolyn Charnay, CIA, CFE, Police Performance Auditor III, LAPD Office of the Inspector General, Los Angeles, CA

Charles Gaither, Director, Office of Law Enforcement Oversight, King County, WA

Jeffry Phillips, Police Performance Auditor IV, LAPD Internal Audits & Inspections Division, Los Angeles, CA

10:15 a.m. – 10:30 a.m.

Session III

General Session: *Welcoming Remarks, Ilana Rosenzweig, NACOLE President*

Additional Remarks By:

The Honorable Ralph Becker, Mayor, Salt Lake City, UT

Chief Chris Burbank, Salt Lake City Police Department, Salt Lake City, UT

Ronald Bartee, Chair, Police Civilian Review Board, Salt Lake City, UT

Richard Rasmussen, Investigator/Administrator, Police Civilian Review Board, Salt Lake City, UT

10:30 a.m. – 12:00 p.m.

Session IV

General Session: *Civilian Oversight of Law Enforcement in Utah*

This panel will feature representatives from the West Valley City Professional Standards Review Board, the Salt Lake City Police Civilian Review Board, and the American Civil Liberties Union (ACLU) of Utah.

Presenters will discuss their oversight models, their approaches to ensuring law enforcement accountability in Utah, and the challenges and opportunities they expect going forward.

Panelists:

Ronald Bartee, Chair, Police Civilian Review Board, Salt Lake City, UT

Karen McCreary, Executive Director, ACLU of Utah, Salt Lake City, UT

Richard Rasmussen, Investigator/Administrator, Police Civilian Review Board, Salt Lake City, UT

Jeanetta Williams, President, NAACP Salt Lake Branch and NAACP Tri-State Conference of Idaho,

Nevada, and Utah, and Member, Professional Standards Review Board, West Valley City, UT

Moderator:

Brian Buchner, CPO, CIGI, CLEA, Special Investigator II, LAPD Office of the Inspector General, Los Angeles, CA

12:00 p.m. – 1:30 p.m.

Lunch on Your Own

1:30 p.m. – 5:00 p.m.
Sessions V & VI
General Session: *Finding the “Right” Balance, Part I*
Breakout Session: *Finding the “Right” Balance, Part II*

This presentation will be held in two parts. The original idea for it developed out of a letter exchange between the NACOLE Board of Directors and Professor Sam Walker in 2012, in which the strengths and weaknesses of different approaches to civilian oversight were discussed. The complete exchange, which began after Dr. Walker was quoted in an online article about police accountability generally, is available on the conference flash drive.

The NACOLE Board argued in its letter to Dr. Walker that there is no best form of civilian oversight and that oversight is most successful when it is tailored to the specific needs of the community served. Some NACOLE members, however, believe that certain models of oversight are inherently stronger than others. During Part I of this presentation, panel members will provide a short history of civilian oversight in the United States; will review the variety of oversight structures in place today; and will help us think about the essential building blocks for effective oversight as we move forward. During Part II, attendees will break into small groups and discuss the ideas and issues raised by the panel. Each of the breakout groups, which are replacing the traditional “model roundtables” from prior conferences, will be facilitated by a NACOLE member who is not a current member of the Board of Directors, while a scribe takes notes. In addition to participating in the small group discussions, Board members will be actively listening with an ear toward incorporating the ideas discussed into the organization’s activities and overall goals for the future. Highlights from the various discussion groups will be collected and shared with the full membership.

Conference attendees are strongly encouraged to be present for both Parts I and II of this presentation.

Panelists:

Barbara Attard, Police Accountability Consultant, San Francisco, CA (Past NACOLE President)
Philip K. Eure, Director, Office of Police Complaints, Washington, DC (Past NACOLE President)
Samuel Walker, Ph.D., Professor Emeritus, University of Nebraska-Omaha, Omaha, NE

Moderator:

Kathryn Olson, Consultant, Change Integration Consulting, LLC, Seattle, WA

TUESDAY, SEPTEMBER 24TH

7:30 a.m. – 8:30 a.m.
Continental Breakfast

8:30 a.m. – 10:00 a.m.
Session VII
Concurrent Session: Basic Skills: Effective Reporting

This is a skills session to help all law enforcement oversight practitioners produce quality reports. The session welcomes participation from attendees, and will seek to answer the following questions:

- What is the purpose of reporting?
- Who is, or should be, the target audience?
- What, if any, difference is there between an individual event report and ongoing monitoring reports?
- What format or style (statistical, anecdotal, informative only, recommendations, other) is effective?
- Electronic, paper, or both? If electronic, where posted?
- What should be included or omitted in reports?
- What should the length of a report be? Should advance copies or drafts be disseminated?
- For ongoing monitoring agencies, how frequently should you report?
- If for an individual event, what is the appropriate reporting timeframe? How much time is needed or required?
- Is there a place for directed reporting to the agency, which is not open to the public?
- What outcomes should be expected or requested as a result of the report?

Panelists:

Robert Barton, Inspector General, California Office of the Inspector General, Sacramento, CA

Margo Frasier, Police Monitor, Office of the Police Monitor, Austin, TX

Bitia Shasty, Office of Independent Review, Los Angeles County, CA

Moderator:

Robert Barton, Inspector General, California Office of the Inspector General, Sacramento, CA

8:30 a.m. – 10:00 a.m.

Session VIII

Concurrent Session: *Analyzing Officer-Involved Shootings and Other Critical Incidents through a Policy Lens*

Police oversight agencies can play a significant role by recommending changes to police policies, procedures, tactics, and training in response to officer-involved shootings and other critical incidents. These incidents provide oversight agencies an opportunity to evaluate whether police policies are consistent with best practices and reflect community values and priorities. In the last decade, police oversight agencies have been instrumental in advocating for more restrictive policies concerning police pursuits, shooting at vehicles, and civilian representation on police departments' use of force boards.

Each panelist will discuss how they have identified, researched, and proposed policy recommendations as part of their role in reviewing officer-involved shooting cases and other critical incidents. They will share their strategies and describe the obstacles they encountered in advancing these policy recommendations. Each will also highlight police practices that some oversight agencies are grappling with in an effort to bring greater transparency and accountability to the critical incident and officer-involved shooting review process.

Panelists:

Samara Marion, Staff Attorney, Office of Citizen Complaints, San Francisco, CA

Michael Gennaco, Chief Attorney, Office of Independent Review, Los Angeles County, CA

Moderator:

Joyce M. Hicks, Executive Director, Office of Citizen Complaints, San Francisco, CA

8:30 a.m. – 10:00 a.m.

Session IX

Concurrent Session: *Intermediate/Advanced Skills: Planning and Prioritizing Investigations – An Interactive Workshop*

This scenario-based audience participation exercise will focus on the nuts and bolts of planning an investigation of a complaint filed against a police officer, prioritizing tasks, and effectively using available tools and resources.

Following a brief introduction, attendees will be divided into workgroups that will create investigation plans for one or more complaints against police. We will simulate the progress of a real investigation by providing additional information and evidence in response to requests from each group. The new materials they receive may uncover evidentiary or legal issues that will change the priority of remaining tasks and the allocation of resources, demonstrating how investigative plans must be modified as the investigation proceeds.

Facilitators:

Jayson Wechter, Investigator, Office of Citizen Complaints, San Francisco, CA

Mona Andrews, Chief Investigator, Office of Police Complaints, Washington, DC

10:15 a.m. – 11:45 a.m.

Session X

Concurrent Session: *The Shooting of Unarmed Subjects – A Panel Discussion*

This session will feature a discussion about the investigation and independent review of investigations into police shootings of unarmed subjects and will cover three major topics/subtopics related to these types of incidents:

1. What is the extent of police shootings of unarmed subjects?
2. What is the role of civilian oversight in responding to community outcry over these incidents?
3. What about unarmed shootings where, according to the officer(s), the subject was reaching for their waistband: How frequently do they occur and why?

Additionally, a case study of a deputy-involved shooting of an unarmed subject in Los Angeles County will be presented and discussed.

Panelists:

Ronnie Dunn, Ph.D., Associate Professor of Urban Affairs, Cleveland State University, Cleveland, OH
Buddy Goldman, Chief, Countywide Services Division, LA Sheriff's Department, Los Angeles, CA
Django Sibley, Assistant Inspector General, LAPD Office of the Inspector General, Los Angeles, CA
Bryan Vila, Ph.D., Professor, Criminal Justice & Criminology, Washington State University, Spokane, WA

Moderator:

Walter Katz, Attorney, Office of Independent Review, Los Angeles County, CA

10:15 a.m. – 11:45 a.m.

Session XI

Concurrent Session: *Securing Access to Police Agency Documents and Records: Challenges & Solutions*

Effective law enforcement oversight requires access to relevant documents and materials, but gaining such access can be challenging. Oversight agencies often wage continuing battles to gain access to the records they need to investigate police actions or to audit, monitor, or review investigations conducted by others, and this can have a major impact on their ability to achieve success.

This presentation will examine some of the common obstacles different oversight entities encounter in accessing relevant documents. It will describe the strategies various oversight entities have used to obtain necessary access and will provide sample protocols, agreements, or legislation covering access to documents and records.

Panelists:

Kelvyn Anderson, Executive Director, Police Advisory Commission, Philadelphia, PA
Leah Farrell, Attorney, ACLU of Utah, Salt Lake City, UT
Christian J. Klossner, Deputy Director, Office of Police Complaints, Washington, DC

Moderator:

Jayson Wechter, Investigator, Office of Citizen Complaints, San Francisco, CA

12:00 p.m. – 1:30 p.m.
Keynote Luncheon: Michael E. Horowitz,
Inspector General for the United States Department of Justice
NACOLE Awards Presentation

KEYNOTE SPEAKER

Michael E. Horowitz was confirmed as Inspector General for the Department of Justice (DOJ) by the United States Senate on March 29, 2012. He was sworn in as the fourth confirmed Inspector General on April 16, 2012.

As Inspector General, Mr. Horowitz oversees a nationwide workforce of approximately 450 special agents, auditors, inspectors, attorneys, and support staff whose mission is to detect and deter waste, fraud, abuse, and misconduct in DOJ programs and personnel, and to promote economy and efficiency in Department operations.

Mr. Horowitz most recently worked as a partner at Cadwalader, Wickersham, & Taft LLP, where he focused his practice on white collar defense, internal investigations, and regulatory compliance. He also was a board member of the Ethics Resource Center and the Society for Corporate Compliance and Ethics. From 2003 to 2009, Mr. Horowitz served as a President-appointed and Senate-confirmed Commissioner on the U.S. Sentencing Commission. As Commissioner, he was instrumental in rewriting the guidelines for corporate compliance programs, and for fraud, antitrust, intellectual property, and money laundering offenses.

Mr. Horowitz previously worked for DOJ in the Criminal Division at Main Justice from 1999 to 2002, first as Deputy Assistant Attorney General and then as Chief of Staff. Prior to joining the Criminal Division, he was an Assistant U.S. Attorney for the Southern District of New York from 1991 to 1999. From 1997 to 1999, Mr. Horowitz was the Chief of the Public Corruption Unit, and from 1995 to 1997, he was a Deputy Chief of the Criminal Division. In 1995, he was awarded the Attorney General's Award for Distinguished Service for his work on a complex police corruption investigation.

Before joining the DOJ, Mr. Horowitz was an associate at Debevoise & Plimpton and clerked for Judge John G. Davies of the U.S. District Court for the Central District of California.

Mr. Horowitz earned his Juris Doctor, magna cum laude, from Harvard Law School and his Bachelor of Arts, summa cum laude, from Brandeis University.

NACOLE AWARDS PRESENTATION

The recipient of the 2013 Flame Award is Philip K. Eure, Executive Director of the Washington, DC Office of Police Complaints and a past President of NACOLE. The Flame Award is the association's highest honor and recognizes significant, long-term contributions to the field of police oversight and demonstrated commitment to the goals and values of NACOLE. The Center for Justice in Spokane, Washington, and a team of investigative journalists from the Sun Sentinel, a South Florida newspaper, will also be recognized for their contributions to oversight.

1:45 p.m. – 3:15 p.m.

Session XII

Concurrent Session: *The COPS Office Collaborative Reform Process – An Innovative Approach to Police Reform*

The United States Department of Justice’s Office of Community Oriented Policing Services (COPS Office) developed the Critical Response Technical Assistance Program in 2011 to provide technical assistance to agencies on significant law enforcement-related issues. Using subject-matter experts, interviews, direct observation, as well as conducting research and analysis, the COPS Office assists law enforcement agencies with enhancing and improving their policies and procedures, their systems, and their culture. If appropriate, the COPS Office can issue a series of recommendations and be instrumental in assisting agencies with the implementation of those recommendations or finding the right resources to do so.

It was through the Critical Response Technical Assistance initiative that the COPS Office began working with the Las Vegas Metropolitan Police Department (LVMPD) to provide an in-depth analysis of five years of officer-involved shootings. This work was, in part, a response to a five-part series published in the Las Vegas Review-Journal in December 2011, titled, “Deadly Force: When Las Vegas Police Shoot, and Kill.” After a series of conversations with the LVMPD, the COPS Office identified and funded the CNA Corporation to facilitate the process. The COPS Office, CNA Corporation, and LVMPD worked together to identify and help LVMPD achieve the following goals: (1) reduce the number of officer-involved shootings; (2) reduce the number of people killed; (3) change the culture of LVMPD as it relates to deadly force; and (4) enhance officer safety.

The resulting report, titled, “Collaborative Reform Process: A Review of Officer-Involved Shootings in the Las Vegas Metropolitan Police Department,” which is available on your conference flash drive, demonstrates just how comprehensive and collaborative the project really was. It provides a detailed analysis of the subject matter and includes findings, recommendations, and implementation guidance. While the COPS Office recognized that their goals for the project in Las Vegas were ambitious, it also believed the report proved a valuable resource—not just for LVMPD, but for the field as a whole—to help impact the critical relationship between police and the communities they serve.

Speaker:

Sheriff Douglas C. Gillespie, Las Vegas Metropolitan Police Department, Las Vegas, NV

Moderator:

Kathryn Olson, Consultant, Change Integration Consulting, LLC, Seattle, WA

1:45 p.m. – 3:15 p.m.

Session XIII

Concurrent Session: *Peace Officer Community Liaisons to Reluctant and Underserved Communities – Using the Boise Police Refugee Liaison Program as a Model*

This presentation will be of interest to civilian oversight practitioners and police administrators concerned with facilitating greater public outreach and proactive delivery of community and public safety services to reluctant or underserved communities within a city or county. Presenters will be the

Boise Police Department (BPD) Refugee Liaison Officer, a member of the refugee community serviced by the program, and a prosecutor/legal advisor to the Boise Police Department.

To illustrate the complexities of a reluctant and underserved community, the presentation will begin with a short history of Boise's experience as a refugee resettlement community and the challenges faced by the community and law enforcement in addressing requests for service involving refugees, handling complaints, educating refugees about local, state, and federal laws, and working with social welfare and resettlement agencies. The discussion will also address the impetus behind the decision to develop the Refugee Liaison Program.

The panel will discuss the extent to which the Refugee Liaison Program has achieved, or is on the way to achieving, its stated objectives and other socially desirable outcomes. The discussion will include an overview of the program, including what Boise did and why, how the program is measured and adjusted accordingly, and outcomes. It will illustrate how a refugee liaison officer helps other areas of a police department complete more detailed and accurate investigations (including investigations of child abuse, sex crimes, and juvenile-related offenses) while ensuring accountability and creating trust within the refugee and greater communities. Presenters will provide examples of how the BPD Refugee Liaison Program has addressed specific problems, overcome obstacles, identified strengths, and aided refugees in acclimatizing to American civil society and the rule of law.

Panelists:

Ralph Blount, Public Safety City Attorney, Boise, ID

Fidel Nshombo, Author & Refugee Advocate, Boise, ID

Dustin Robinson, Refugee Liaison Officer, Boise Police Department, Boise, ID

Moderator:

Ilana Rosenzweig, NACOLE President

3:30 p.m. – 5:00 p.m.

Session XIV

Concurrent Session: Human Rights & Policing – The Implications and Impact of Stop and Frisk, Racially Motivated Stops, and Police Brutality through a Human Rights Lens

The United States was a leader in the creation of the modern human rights regime. In recent years, however, actual implementation of treaty provisions into domestic laws, policies, and practices that protect against human rights violations has been halfhearted and modest at best. Despite that, using a human rights framework has proven to be valuable in efforts to address improper and discriminatory police practices in a variety of ways.

In New York City, the New York Police Department's (NYPD) policy of stop and frisk and other serious rights violations hinder the United States from meeting its international human rights obligations, and have deep impact on peoples' lives. In Los Angeles, on the other hand, some of the same tools that have driven NYPD's practices – such as COMPSTAT – have had different outcomes, with a reduction in racially-motivated stops.

In Puerto Rico, a longstanding culture of police impunity has been acknowledged by the United States Department of Justice (DOJ) in a December 2012 agreement with the Commonwealth of Puerto Rico which the DOJ described in the following terms: “The comprehensive agreement addresses wide-ranging and ongoing constitutional violations by PRPD that were documented in a lengthy DOJ report issued in September 2011. The department found reasonable cause to believe that PRPD engages in a pattern or practice of use of excessive force, use of unreasonable force designed to suppress protected speech, and unconstitutional searches and seizures. The agreement also addresses allegations that PRPD fails to investigate sex crimes and domestic violence, and engages in discriminatory policing.”

Panelists from New York City and Puerto Rico will discuss their experiences and work using a human rights framework to address biased policing and police brutality.

Panelists:

William Ramirez, Esq., Executive Director, ACLU of Puerto Rico, Puerto Rico

Nahal Zamani, Advocacy Program Manager, Center for Constitutional Rights, New York, NY

Moderator:

Brian Corr, Executive Secretary, Police Review & Advisory Board, Cambridge, MA

3:30 p.m. – 5:00 p.m.

Session XV

Concurrent Session: *Early Resolution Settlement Process*

Currently, in the day and age of budget cuts, many law enforcement agencies are forced to find creative ways to get more done with fewer resources. Internal Affairs units are commonly understaffed and investigators are faced with heavy caseloads and short deadlines. To address this issue, the Office of Independent Review (OIR) introduced the Los Angeles County Probation Department to an early resolution procedure called “Early Resolution Settlement Process” (ERSP), which the Department adopted in early 2011. A similar process is being used at the Los Angeles County Sheriff’s Department and the Independent Police Review Authority in Chicago with success.

The process is aimed at resolving a large fraction of less complex cases before a formal investigation is initiated or completed.

Eligible cases can include those where:

- The facts are straightforward and not in dispute, or
- The employee is willing to take responsibility for the misconduct, or
- The misconduct is likely to yield discipline below a specified level of suspension days, or
- The evidence is already well established by a criminal investigation

ERSP settlement agreements can be a win-win for all stakeholders. Internal Affairs investigators can clear their inventory of many routine cases and focus their resources on more serious and difficult-to-prove misconduct cases. The process can also help managers make the disciplinary system more creative and constructive. Also, subject employees can reduce the time period that they await for case resolution and take an active part in their own rehabilitation. If implemented effectively, ERSP can avoid compromising the search for truth or the deterrence value of discipline.

Not all cases will be suitable for this process. Officer-involved shootings and allegations of excessive force or other cases where there are major conflicts among witnesses are almost never suitable for early resolution.

Panelists:

Cynthia Hernández, Attorney, Office of Independent Review, Los Angeles County, CA

Robert Miller, Deputy Chief Attorney, Office of Independent Review, Los Angeles County, CA

Eric Muellenbach, General Counsel, Independent Police Review Authority, Chicago, IL

Moderator:

Karen U. Williams, Analyst, Office of Community Complaints, Kansas City, MO

1:00 p.m. – 5:00 p.m.

On body camera demonstration

TASER, International will be demonstrating their AXON Flex point-of-view (POV) video system to conference attendees. The POV system can be mounted on an officer's body, their eyewear, cap, helmet, collar, or just on the dash of their police cruisers. Many cities have begun using this system or others like it to help improve transparency between law enforcement and the communities they serve.

WEDNESDAY, SEPTEMBER 25TH

7:30 a.m. – 8:30 a.m.
Continental Breakfast

8:30 a.m. – 10:00 a.m.
Session XVI
***Concurrent Session: Basic Skills: Capturing a Moment in Time –
Interpreting Use of Force Statements***

Use of force events occur in a brief moment in time and often the circumstances and evidence are not clear. Conflicting or inconsistent statements of involved officers and/or witnesses to a controversial force event are common. Resolving these inconsistencies can be one of the more challenging undertakings of an investigator's career. How does the investigator resolve inconsistencies between statements of officers and witnesses or even between officers and officers? How does the investigator determine if a participant or witness is untruthful? How does the investigator use physical evidence to corroborate or refute statements? This presentation will suggest methods to address these questions.

The presentation will place participants in the shoes of an officer who uses force. After experiencing the use of force event through a video presentation, attendees will learn how police officers document their use of force, how use of force events are investigated by police supervisors, and how decisions about whether or not the force was justified are made by police administrators. Attendees will learn how to interpret what the officer was really saying and, in the process, develop tools for explaining inconsistencies. The presentation is intended to be a practical and interactive presentation that draws upon the experience and abilities of the attendees.

Speaker:

Sergeant Andrew McCurdy, Advance Training Section, King County Sheriff's Office, King County, WA

8:30 a.m. – 10:00 a.m.
Session XVII
***Concurrent Session: Intermediate/Advanced Skills: Making the Best Use
of Digital Video Evidence***

Digital video recordings from surveillance cameras, cell phones, and police car video systems are cropping up more frequently in investigations of complaints against law enforcement personnel. The technology has rapidly evolved and anyone collecting or interpreting digital video evidence needs to understand how it is recorded and how to properly acquire and evaluate it.

Such evidence comes in myriad number of recording and image formats. Unless properly transferred from the recording device, its evidentiary value may be diminished or undermined. Anyone who collects such evidence should be aware of the best practices for this process, which are being adopted by law

enforcement agencies for criminal investigations. Anyone who interprets such evidence needs to know how accurate and detailed the video images are and what forensic techniques can aid in enhancing and analyzing them.

In this presentation, Grant Fredericks, an expert in the field of forensic video, will provide a basic understanding of the types of video evidence commonly encountered, how to properly acquire video evidence in the best available format, and how to evaluate it. He will also describe how forensic analysts can enhance such evidence.

Speaker:

Grant Fredericks, President, Forensic Video Solutions, Spokane, WA

Moderator:

Jayson Wechter, Investigator, Office of Citizen Complaints, San Francisco, CA

10:15 a.m. – 11:45 a.m.

Session XVIII

Concurrent Session: *Technology Pitfalls in Law Enforcement Operations*

In 2013, technology has integrated itself into a majority of police operations, from the use of personally-owned cell phones and computers, GPS, automated license plate readers, and even flying drones. Let's not forget the use of social networking and the response of our officers to being recorded by the public. Technology is driving law enforcement's efforts to be more effective and increase officer safety. Society is operating at light speed and years ahead of court rulings. Given these complexities, how do we ensure that police protect the First and Fourth Amendment rights of citizens while maintaining transparency and navigating through uncharted territory? This presentation will focus on standards contained in both law and United States Department of Justice settlement agreements regarding proper policy and the use of technology in law enforcement.

Speaker:

Eric P. Daigle, Esq., Daigle Law Group, Southington, CT

10:15 a.m. – 11:45 a.m.

Session XIX

Concurrent Session: *Finding an Alternative Path: Mediation and Other Techniques for Case Resolution*

Have you ever wondered what it feels like to be a party in community-officer mediation? We will begin with a ten-minute interactive exercise highlighting the power mediation has in transforming attitudes toward the opposing party. The facilitators will discuss the field of dispute resolution, which will include information on mediation, conciliation, and arbitration, and their use in resolving police complaint cases. You will witness mediation through a role-play exercise dealing with a police complaint.

In addition to presenting the spectrum of alternative options for case resolution, each facilitator will outline the programs in San Francisco and Washington, DC in greater detail. Topics covered will include:

- The types of complaints that are typically mediated or conciliated
- How mediation and conciliation are presented to citizens and police officers
- The qualifications of mediators
- The recruitment of appropriate mediators, selection of cases, common struggles, and potential solutions in running a mediation program.

Facilitators:

Sarah Cordero, Paralegal Specialist, Office of Police Complaints, Washington, DC

Donna Salazar, Staff Attorney and Mediation Coordinator, Office of Citizen Complaints, San Francisco, CA

12:00 p.m. – 1:15 p.m.
Lunch on Your Own

1:15 p.m. – 2:45 p.m.
Session XX

Concurrent Session: Fair and Impartial Policing – Tools and Strategies to Identify and Address Biased and Discriminatory Policing Practices and Build Community Trust

The movement toward training police officers and departments in fair and impartial policing is designed to reduce biased policing in all its forms. Potential benefits of a more accurate and effective framework to understand and mitigate biased and discriminatory policing include increased communication and understanding between police and the communities they serve.

A 2009 newsletter from the United States Department of Justice’s Office of Community Oriented Policing Services (COPS Office) notes that trainings in fair and impartial policing “address the national problem of biased policing (including, but not limited to, racially-biased policing). These curricula are based on social psychological research on human biases, from which we can conclude that even the best law enforcement officers may manifest bias because they are human, and even the best agencies will have biased policing because they hire humans to do the work. While some of the bias in policing is caused by intentional discrimination against people of color and other groups, the research points to another mechanism producing biased behavior. Social psychologists have shown that ‘implicit’ or ‘unconscious’ bias can affect what people perceive and do, even people who consciously hold nonprejudiced attitudes. This panel will address the science of bias, the effectiveness of various approaches to combat biased policing, and practical steps that departments, oversight agencies, and community groups can take to change the discussion and change police behavior while building feelings of trust and legitimacy between communities and police.

Speaker:

Jack McDevitt, Ph.D., Associate Dean of Research for the College of Social Sciences & Humanities, Northeastern University, Boston, MA

Moderator:

Cristina Beamud, Consultant, Medford, MA

1:15 p.m. – 2:45 p.m.

Session XXI

Concurrent Session: Public Safety Pride Alliance Training: Law Enforcement, Civilian Oversight, and the LGBTQ Community

As noted in a recent NACOLE Review article, many lesbian, gay, bisexual, transgender, and queer (LGBTQ) organizations perceive there to be an “absence of civilian oversight outreach to the LGBTQ community . . . This void presents a myriad of problems, including the propensity to perpetuate the belief commonly-held by LGBTQ individuals that no recourse for police misconduct is available to them.” (Nicole S. Junior, Esq., NACOLE Review, Spring 2013.)

This workshop, facilitated by members of the Utah Pride Center’s Public Safety Pride Alliance, is designed to educate and empower civilian oversight agencies and practitioners to reach out to and build trust among the LGBTQ community. Participants will learn about the resources available to LGBTQ individuals and effective outreach strategies.

The mission of the Public Safety Pride Alliance is to promote understanding between the LGBTQ community and public safety organizations in Utah. The Alliance’s goals are twofold: 1) to ensure equal treatment of LGBTQ people by public safety organizations, and 2) to maintain open communications between public safety organizations and the LGBTQ community.

The Utah Pride Center supports and serves the Utah LGBTQ community and its allies to strengthen their collective vision, impact, and collaboration. The Center is a 501(c)(3) non-profit, community organization that plays a vital role in providing information, programs, referrals, and services to a diverse LGBTQ community in the Salt Lake City metropolitan area.

Facilitators:

Officer Brandon Erekson, West Bountiful Police Department, West Bountiful, UT

Sergeant Julie Jorgensen, West Valley City Police Department, West Valley City, UT

3:00 p.m. – 5:00 p.m.

NACOLE Annual Membership Meeting & Elections

6:30 p.m. – 8:30 p.m.

Sankofa Reception

Please join us at the historic Salt Lake City & County Building, located at 451 South State Street, for our annual Sankofa Reception. Sankofa is a West African symbol and concept that teaches that we must go back to our roots in order to move forward. It is a NACOLE tradition to honor those who have helped NACOLE and civilian oversight of law enforcement get to where it is today. At the same time, it is an opportunity to welcome those who have been chosen to lead the organization into the future.



THURSDAY, SEPTEMBER 26TH

7:30 a.m. – 8:30 a.m.
Continental Breakfast

8:30 a.m. – 10:00 a.m.
Session XXII

Concurrent Session: *The Consent Decree Process: Finding Your Balance*

Increasing numbers of police departments and other government agencies have found themselves subject to the requirements of a federal consent decree. While this is often initially a result of pressure applied by the local community or by the local oversight agency, these entities often face challenges in being effectively and formally involved in the consent decree process itself. Inclusion in the consent decree process may implicate both strategic and financial relevance for the local oversight or community group; it may also implicate the type of reform demanded of the police department or other municipal agency.

This panel will discuss how a local civilian oversight entity can best position itself in consent decree discussions. It will explore the role of civilian oversight in that process from the perspectives of the United States Department of Justice (DOJ), court-appointed monitors responsible for overseeing implementation of consent decrees, and cities facing financial constraints while attempting to comply with a consent decree and fund civilian oversight. It will also explore the impact community organizations can have on how a consent decree addresses civilian oversight.

This panel is intended to assist local monitoring agencies and community groups to better understand the consent decree process itself and the challenges and benefits often faced by all groups in the consent decree process.

Panelists:

Saul Green, Attorney, Detroit, MI

Simone Levine, Deputy Monitor, Office of the Independent Police Monitor, New Orleans, LA

Christy Lopez, Deputy Chief, Special Litigation Section, United States Department of Justice, Civil Rights Division, Washington, DC

Moderator:

Philip K. Eure, Executive Director, Office of Police Complaints, Washington, DC

8:30 a.m. – 10:00 a.m.
Session XXIII

Concurrent Session: *UC Davis Embraces Accountability and Transparency: A Panel Discussion about the Path to Oversight*

Police agencies on university campuses have traditionally been insular institutions. While there have been many well publicized issues with university policing across the country, there is very little oversight.

In response to the November 18, 2011, pepper spray incident that took place during an Occupy UC Davis protest, the University of California, Davis (UC Davis) administration appointed a 13-member task force. Headed by Cruz Reynoso, a former UC Davis Law School professor emeritus and former California Supreme Court Justice, the task force included UC Davis faculty, students, and alumni, and it investigated the administration's response to the Occupy protest. The administration also facilitated/supported other investigations into the incident. The UC Davis administration and the new police chief have been instituting changes recommended in "The Reynoso Task Force Report," a copy of which is available on the conference flash drive, including working to establish oversight of the university's police department. Through a series of meetings and seminars bringing stakeholders together to learn and give input, UC Davis has been forging the path to establishing oversight.

The panel will discuss the process, the issues involved, and what they envision oversight will bring to their institution.

Panelists:

Chief Matt Carmichael, University of California, Davis Police Department, Davis, CA

Rahim Reed, Associate Executive Vice Chancellor, University of California, Davis, Davis, CA

Moderator:

Barbara Attard, Police Accountability Consultant, San Francisco, CA

10:15 a.m. – 11:45 p.m.

Session XXIV

General Session: *Immigration & Policing*

This panel discussion will identify challenges facing local law enforcement agencies regarding their role in federal immigration enforcement. Pressure for local law enforcement agencies to act as immigration agents has grown significantly over the past few years. Increasing political pressure for stricter immigration laws and enhanced enforcement action has been seen throughout the country, nowhere more significantly than in Utah and Arizona. The position of the Major Cities Chiefs, a professional organization of police executives representing the largest cities in the United States and Canada, is that immigration enforcement is a federal issue requiring uniform national laws and enforcement action. Compelling local police to participate drives a wedge between the police and the communities they serve.

Panelists:

Chief Chris Burbank, Salt Lake City Police Department, Salt Lake City, UT, and Major Cities Chiefs First Vice-President

Margo Frasier, Police Monitor, Office of the Police Monitor, Austin, TX

Chief Roberto Villaseñor, Tucson Police Department, Tucson, AZ

Moderator:

Dawn Reynolds, Elite Performance Assessment Consultants, LLC, Salem, OR

12:00 p.m. – 12:30 p.m.

Closing Remarks – NACOLE President

KEYNOTE SPEAKER

MICHAEL E. HOROWITZ

Michael E. Horowitz was confirmed as Inspector General for the Department of Justice (DOJ) by the U.S. Senate on March 29, 2012. He was sworn in as the fourth confirmed Inspector General on April 16, 2012.

As Inspector General, Mr. Horowitz oversees a nationwide workforce of approximately 450 special agents, auditors, inspectors, attorneys, and support staff whose mission is to detect and deter waste, fraud, abuse, and misconduct in DOJ programs and personnel, and to promote economy and efficiency in Department operations.

Mr. Horowitz most recently worked as a partner at Cadwalader, Wickersham, & Taft LLP, where he focused his practice on white collar defense, internal investigations, and regulatory compliance. He also was a board member of the Ethics Resource Center and the Society for Corporate Compliance and Ethics. From 2003 to 2009, Mr. Horowitz served as a Presidentially appointed and Senate confirmed Commissioner on the U.S. Sentencing Commission. As Commissioner, he was instrumental in rewriting the guidelines for corporate compliance programs, and for fraud, antitrust, intellectual property, and money laundering offenses.

Mr. Horowitz previously worked for DOJ in the Criminal Division at Main Justice from 1999 to 2002, first as Deputy Assistant Attorney General and then as Chief of Staff. Prior to joining the Criminal Division, he was an Assistant U.S. Attorney for the Southern District of New York from 1991 to 1999. From 1997 to 1999, Mr. Horowitz was the Chief of the Public Corruption Unit, and from 1995 to 1997, he was a Deputy Chief of the Criminal Division. In 1995, he was awarded the Attorney General's Award for Distinguished Service for his work on a complex police corruption investigation.

Before joining the DOJ, Mr. Horowitz was an associate at Debevoise & Plimpton and clerked for Judge John G. Davies of the U.S. District Court for the Central District of California.

Mr. Horowitz earned his Juris Doctor, *magna cum laude*, from Harvard Law School and his Bachelor of Arts, *summa cum laude*, from Brandeis University.

2013 FLAME AWARD RECIPIENT

PHILIP K. EURE

Mr. Eure's dedication to civilian oversight has been felt not just in Washington, DC, where he continues to lead the agency he helped found, but also in NACOLE and communities across the United States in which he has helped develop independent review of the police. A Harvard Law graduate, Mr. Eure worked for several years in the Civil Rights Division of the U.S. Department of Justice fighting for the rights of those who experienced discrimination in their employment, before being appointed to restart civilian oversight in Washington, DC in 1999. Since that time, he has built one of the most effective police oversight offices in the nation.

2013 CONTRIBUTION TO OVERSIGHT RECIPIENTS

CENTER FOR JUSTICE

The Center for Justice is a legal advocacy organization that works to empower individuals and provides vigorous oversight and advocacy when community rights need to be defended and community voices need to be heard. The Center for Justice is dedicated to the experience of justice for those of limited resources. We work with compassion for people, a commitment to community empowerment, and with an awareness of the sacredness of the Earth. The Center programs include a Community Advocacy program, a Spokane Riverkeeper program, a Smart Justice program, and a Police Accountability program. In addition, the Center provides direct client representation in the areas of civil rights, discrimination, government accountability, poverty, and the environment. Their work is also supported by an outreach and development program. More information about the Center is available on its website, www.cforjustice.org.

SUN SENTINEL SALLY KESTIN, JOHN MAINES, JOHN DAHLBURG

The Sun Sentinel was awarded the prestigious Pulitzer Prize Gold Medal for its three-month investigation into speeding by on and off-duty police officers in the South Florida area. The investigation, [Above the Law: Speeding Cops](#), by Sally and John and their editor, John Dahlburg. John Maines, collected and analyzed data from toll records to calculate officers' speeds, revealing 800 officers driving at speeds up to 130 mph. Sally Kestin authored the prize-winning articles.

The series shined a bright light on this serious problem:

- 793 transponders assigned to police agencies from Miami-Dade to Palm Beach counties showed evidence of speeding — and habitual speeding by some officers.
- One out of five police cars hit speeds above 90 mph.
- Total high-speed incidents: 5,100 in a 13-month period.
- Most of the high speeds — 96 percent — were between 90 and 110 mph.

- Many of the officers did not appear to be rushing to save lives or fight crime. More than half of the high-speed incidents involved city cops outside their jurisdictions, many of them driving regular routes most likely to or from work.

While some of this conduct was off duty, the articles and problems also highlight the related systemic issues within individual police agencies and the broader law enforcement culture that allowed officers' behavior to go undetected or overlooked. Officers are reluctant to stop or cite speeding officers; departments have historically been reluctant to discipline officers for speeding; and officers are seldom held accountable through the criminal justice system.

The articles have resulted in many South Florida police agencies opening up internal investigations into the incidents and some departments taking action:

- Miami police began undercover radar stings of their officers, nabbing a dozen on one stakeout; the department is now considering equipping police cars with "governors" that prevent the engines from exceeding a certain speed. They may consider GPS devices that track a vehicle's location and speed by satellite.
- Fort Lauderdale police are one of the few South Florida departments currently using GPS in patrol cars to monitor and discipline officers for speeding, though most of the punishments have been written reprimands.
- GPS is also coming soon to patrol cars in Miami Beach.
- The Miami-Dade Police Department holds driver training courses and posts signs in its parking lots urging officers to drive safely. One reason: It's not just civilians who are victims of speeding cops. In 2009, Miami-Dade police buried one of their own — Giovanni Gonzalez, a 23-year-old rookie — who rear-ended a dump truck while driving nearly 100 mph for no apparent reason.

The Above the Law investigative series can be found on the Sun Sentinel's website, www.sun-sentinel.com/news/local/speeding-cops/.

APPENDIX B

**NACOLE
2013 Year-End Financial Report**

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NATIONAL ASSOCIATION FOR CIVILIAN OVERSIGHT OF LAW ENFORCEMENT



2013 YEAR-END FINANCIAL REPORT

TABLE OF CONTENTS

I.	INTRODUCTION.....	B-3
II.	FINANCIAL PROCEDURES.....	B-4
	General Financial Procedures.....	B-4
	Treasurer-Bookkeeper Duties.....	B-5
	Approval Procedures for Vendors.....	B-6
	Travel & Reimbursement Expense Policy.....	B-7
	Conference Speaker Reimbursement Policy.....	B-12
	Internal Financial Review	B-15
III.	CHECKING ACCOUNT RECONCILIATION.....	B-21
IV.	SAVINGS ACCOUNT RECONCILIATIONS.....	B-22
V.	SCHOLARSHIP ACCOUNT RECONCILIATIONS.....	B-23
VI.	BALANCE SHEET WITH YEARLY COMPARISON.....	B-24
VII.	INCOME STATEMENTS.....	B-25
	General Operating Accounts.....	B-25
	Annual Scholarship Fund.....	B-28
VIII.	2013 BUDGET VS. ACTUAL.....	B-29
IX.	2014 ADOPTED BUDGET.....	B-31

I. INTRODUCTION

The following information represents financial information for NACOLE from the period of January 1, 2013 through December 31, 2013. Ainsley Cromwell, Treasurer, and Cameron McElhiney, Operations Coordinator, maintained financial information and documentation during this time according to the established financial policies and procedures.

These reports have been prepared, reviewed and respectfully submitted to the Board of Directors by Avice Reid, current Chair of the Finance Committee, Ainsley Cromwell, Treasurer, and Cameron McElhiney, Operations Coordinator.

2013 Finance Committee Membership

Chair:

Brian Buchner

Membership:

Ainsley Cromwell

Cameron McElhiney

Avice Reid

Dale Roberts

Sue Quinn

II. FINANCIAL PROCEDURES

General Financial Procedures

Adopted 4/19/2008

Updated 2/16/2008, 3/12/2008, 2/8/2009

The following procedures govern the finances of NACOLE.

- The Treasurer can authorize expenditures up to \$300.
- The President can authorize expenditures up to \$600.
- Expenditures over \$600 must be authorized by a majority of the Board of Directors.
 - During the annual conference, the President, with the concurrence of the Treasurer or the Chair of the Finance Committee can authorize expenditures over \$600. [Revised March 12, 2008]
- Normal and customary budgeted expenses of the organization, including office supplies, conference expenses, etc., do not require Board approval.
- The annual budget will be submitted for approval at the December Board meeting.
- The Treasurer will provide a quarterly financial report to the Board.
- The Treasurer will provide an annual financial report to the Board of Directors by February 28 each year. [Revised: February 8, 2009]
- The Treasurer will present a report of the financial position to the membership at the Annual Meeting. [Revised: February 8, 2009]
- Request for non-travel expenses reimbursement must include expense receipts or other adequate documentation.
- Request for travel expense reimbursement must include expense receipts or other adequate documentation.
- Authorized signers of the checking account will be the Treasurer and the President.

Financial Procedures

Treasurer – Bookkeeper Duties

Adopted 3/12/2008

The following list of duties falls under the purview of the treasurer who may delegate responsibilities to the bookkeeper as appropriate:

1. Establish Post Office Box.
2. Establish and/or verify bank account. Arrange for appropriate signers on the account.
3. Check Post Office Box, at a minimum, bi-weekly for invoices, payments, or checks.
4. Pay invoices after being provided documentation from bookkeeper, notify bookkeeper of payment and maintain copies of checks.
5. Maintain copies of invoices received, checks written, deposits made, all supporting documentation and communications received from that bank.
6. Make deposits weekly or bi-weekly, depending on the volume of income, keeping copies of checks deposited, deposit slips, and original deposit receipt from the bank.
7. Update electronic records in real time or at least weekly to enable regular and up to date exchange of information with the treasurer. Notify treasurer on a regular basis of deposits made.
8. Maintain hard copies of bank statements.
9. Communicate with the Treasurer in the preparation of monthly, semi-annual and annual reports, and report to the Board and/or membership accordingly.
10. Gather all information necessary for the organization's accountant and be responsible for the yearly state (Maryland) and federal tax filing and, if necessary, audits.
11. Have complete knowledge of bank accounts and the state of NACOLE's finances.
12. Ensure complete, accurate and timely reports are prepared for the Board of Directors at conference call and mid-winter and annual meetings.
13. Complete other treasurer tasks as needed or directed by the Board of Directors.
14. Be a participating member of the Finance Committee and report any issues or concerns to the Finance Committee.
15. Submit annual and conference budget to Finance Committee for review and comment and then to the Board of Directors for review and approval.

Financial Procedures

Approval Procedures for Vendors

Adopted 07/2008

The following governs the approval procedures for vendors whom NACOLE currently conducts business with and/or intends to do business with. For purposes of this document, vendors include any person, agency or other business entity that NACOLE is engaged in a contractual business relationship with for any purpose (normal and customary budgeted administrative expenses of the organization (e.g. office supplies, etc.) are excluded).

- The President of the Board shall be made aware of any and all vendors that whom NACOLE either conducts business with and/or intends to do business with.
- On an annual basis and/or upon selection of a new vendor, the President shall ensure that disclosure of said vendor(s) is made to the Board within 30 days of their selection.
- Board Members shall disclose to either the President or President-elect if they have any relationship/interest with a vendor that may give the appearance of a conflict of interest. Upon being notified, the President and/or President-elect shall make the disclosure known to the entire Board to determine whether such a relationship would pose a conflict of interest for either NACOLE as an organization and/or for the Board member themselves.

These procedures are not meant to supersede or otherwise conflict with NACOLE's Financial Procedures, which were adopted by the Board on February 16, 2008.

Financial Procedures

Travel and Reimbursement Expense Policy

Adopted 07/10/2013

Purpose

The Board of Directors of the National Association for Civilian Oversight of Law Enforcement (“NACOLE”) recognizes that board members, officers, and contractors (“Personnel”) of NACOLE may be required to travel or incur other expenses from time to time to conduct business and to further the mission of this nonprofit organization. The purpose of this Policy is to: (a) ensure that adequate cost controls are in place, (b) ensure that travel and other expenditures are appropriate, and (c) provide a uniform and consistent approach for the timely reimbursement of authorized expenses incurred by Personnel. It is the policy of NACOLE to reimburse only reasonable and necessary expenses.

When incurring business expenses, NACOLE expects Personnel to:

- Exercise discretion and good business judgment with respect to those expenses.
- Be cost conscious and spend organization money as carefully and judiciously as the individual would spend his or her own funds.
- Report expenses, supported by documentation, where required, as they were actually spent.

Receipts

Receipts are required for all authorized expenditures under this Policy except where otherwise indicated.

General Travel Requirements

Necessity of Travel. In determining the reasonableness and necessity of travel expenses, Personnel and the person authorizing the travel shall consider the ways in which NACOLE will benefit from the travel and weigh those benefits against the anticipated costs of the travel. The same considerations shall be taken into account in deciding less expensive alternatives, such as participation by telephone or video conferencing, or the availability of local programs or training opportunities, and whether the benefits to NACOLE outweigh the costs

Extended Travel. If Personnel extend their travel for non-business-related activity, NACOLE will not cover any expenses incurred during the extended travel dates.

Expense Reimbursement. Reimbursement for travel expenses other than for air travel (See *Air Travel section* below) shall be issued only after Personnel submit an expense reimbursement form with proper documentation attached to the Treasurer within 45 calendar days after the

date(s) of travel or by December 31st of the year of travel, whichever comes first. The Treasurer will reimburse Personnel as soon as possible after receiving a reimbursement request.

Air Travel

General. Air travel reservations must be made at least 21 calendar days in advance of the date(s) of travel. Personnel shall notify the Treasurer of potential fares in advance of purchase. Upon approval by the Treasurer, or, the President in the absence of the Treasurer, Personnel may purchase air travel. Upon purchase, Personnel will submit their itinerary and receipt to the Treasurer for reimbursement. The Treasurer will reimburse Personnel as soon as possible after receiving a reimbursement request for air travel.

Baggage fees (“bag check fees”) are not covered under this Policy.

Frequent Flyer Miles. Personnel traveling on behalf of NACOLE may accept and retain frequent flyer miles. Individuals may not deliberately patronize a single airline to accumulate frequent flyer miles if a more than nominal difference in ticket price is available on another airline.

Lodging

Personnel traveling on behalf of NACOLE may be reimbursed at the single room rate for the reasonable cost of hotel accommodations. Convenience, the cost of staying in the city in which the hotel is located, and proximity to other venues on the individual’s itinerary shall be considered in determining reasonableness. Personnel shall make use of available government and other discount rates for hotels.

The President shall set travel dates. Any travel outside of these dates requires approval from the President.

Meals & Incidental Expenses (Otherwise Referred to as “Per Diem”)

Personnel traveling within the continental United States (“U.S.”) on behalf of NACOLE are reimbursed for per diem expenses consistent with the current U.S. General Services Administration Federal Travel Regulations (“FTR”).

Per diem rates for travel to/within Alaska, Hawaii, and U.S. territories and possessions are set by the U.S. Department of Defense. Foreign per diem rates are set by the U.S. Department of State. For foreign travel or travel to/within Alaska, Hawaii, or U.S. territories or possessions, Personnel will use the applicable per diem rate, unless the applicable per diem rate is greater than the highest FTR per diem rate, in which case the highest FTR per diem rate (in \$US) at the time will apply.

Personnel will be reimbursed at the total per diem rate when they actually incur the cost of a meal and will not be reimbursed for meals paid for by others.

Personnel will be reimbursed at 75 percent of the applicable per diem rate for each calendar day they are traveling.

Reimbursement for per diem expenses will only be issued upon request.

Receipts for per diem costs are not required.

Ground Transportation/Transfer Expenses

Personnel are expected to use the most economical ground transportation appropriate under the circumstances. Ground transportation and transfer expenses will be reimbursed up to, but not exceeding, \$30.00 total. Receipts for ground transportation and/or transfer expenses are not required.

Personnel should generally use the following, in this order of desirability:

Courtesy Cars/Airport Shuttles. Many hotels have courtesy cars, which will take you to and from the airport at no charge. Personnel should take advantage of this free service whenever possible. Another alternative may be a shuttle or bus.

Public Transportation.

Taxis. When courtesy cars, airport shuttles, or public transportation are not available, a taxi is often the next most economical and convenient form of transportation when the trip is for a limited time and minimal mileage is involved. Where possible, Personnel should share a taxi.

Rental Cars. Car rentals are expensive, so other forms of transportation should be considered when practical. Personnel will be allowed to rent a car while out of town provided that the cost is less than that of alternative methods of transportation.

Personal Cars

Under certain circumstances, it may be more cost effective for Personnel to use their personal cars to travel to the meeting site. The President or Treasurer must approve use of personal cars prior to the date(s) of travel. When individuals use their personal cars for travel, mileage will be allowed at the currently approved IRS rate per mile.

In the case of Personnel using their personal cars, mileage will be allowed at the currently approved rate; however, the total mileage reimbursement will not exceed the sum of the least expensive reasonable alternative means of transportation.

Parking/Tolls

Parking and toll expenses, including charges for hotel parking, incurred by Personnel traveling on organization business will be reimbursed up to, but not exceeding, \$30.00 total. The costs of parking tickets, fines, car washes, valet service, etc., are the responsibility of Personnel and will not be reimbursed.

Receipts for parking and toll expenses are not required, except under pre-approved circumstances where the total cost exceeds \$30.00 total.

If, under pre-approved circumstances, it is less expensive for Personnel to drive their personal cars to the location of the organization's business and to park at or near the location, parking and toll expenses will be reconsidered under this Policy.

Non-Reimbursable Expenditures

NACOLE maintains a strict policy that expenses in any category that could be perceived as lavish or excessive will not be reimbursed as such expenses are inappropriate for reimbursement by a non-profit organization. Expenses that are not reimbursable include, but are not limited to:

- Travel insurance
- First class tickets or upgrades
- Limousine travel
- Movies, liquor, or bar costs
- Spa or exercise charges
- Clothing purchases
- Valet service
- Toiletry articles
- Expenses for spouses, domestic partners, friends, or relatives. If a spouse, domestic partner, friend, or relative accompanies Personnel on a trip, it is the responsibility of the Personnel to determine any added cost for double occupancy and related expenses and to make the appropriate adjustment in the reimbursement request.

When lodging accommodations have been arranged by NACOLE and the individual elects to stay elsewhere, reimbursement is made at the amount no higher than the rate negotiated by NACOLE. Reimbursement shall not be made for transportation between the alternate lodging and the meeting site.

Cancellation or Changes

In cases where trip cancellation or change fees/penalties are incurred as a result of Personnel's change of plans, the fees will be reimbursed if there is a valid NACOLE business-related or personal reason(s) for the change of plans, and Personnel do not have to reimburse NACOLE for

any travel costs. Acceptable NACOLE business-related reasons may include cancelled or rescheduled travel or training or delays in flight connections. Valid personal reasons may include family illness or death or other emergency. This explanation should be attached as documentation with the travel expense report.

The President will decide the reasonableness of the explanation(s). In instances where fees/penalties are incurred for invalid reasons, the cost of the fees/penalties will not be reimbursed. If payment was made to Personnel who changed or cancelled travel for invalid reasons, Personnel must reimburse NACOLE for any payment made to them within fourteen (14) calendar days of the cancellation or change or by December 31st of the year of travel, whichever comes first.

Exceptions to the Policy

The President may approve exceptions to this Policy costing NACOLE up to \$600. Exceptions costing NACOLE more than \$600 require approval of the Board of Directors.

Additional

Personnel are responsible for adhering to all guidelines set forth in this Policy.

Financial Procedures

Conference Speaker Reimbursement Guidelines

Adopted 02/13/2013

The following items are considered when evaluating whether NACOLE will cover any, all, or part of a conference speaker's travel expenses:

Speaker Credentials

- Is the speaker a recognized leader in civilian oversight or their chosen field?
- Are they of national, regional, or local prominence?
- Would the content of the speaker's presentation be of broad appeal to the NACOLE membership and conference audience?
- What has been the impact of the speaker's work? Locally, regionally, or nationally?

Likelihood of Attending the Conference

- Would the speaker attend the conference without financial support from NACOLE?
- How much of the conference will the speaker attend?

Cost

- What expenses is the speaker requesting reimbursement for?
- Will the speaker cover some of their expenses?
- Can NACOLE offer complimentary room nights or conference registration in lieu of paying for airfare or other travel-related expenses?

Other

- Has the speaker presented at a prior NACOLE conference? If so, how were they received? Was their presentation informative?

General Guidelines and Principles

1. NACOLE welcomes the participation of individuals who are not members of NACOLE in the annual conference. One way NACOLE accomplishes this is to invite individuals to participate in the conference and cover all or some of their travel-related expenses. If non-NACOLE members are willing and able to provide their own travel expenses, then they should do so.
2. NACOLE welcomes and is privileged to have its own members participate in the annual conference. If NACOLE members are willing and able to provide for their own travel expenses, they are encouraged to do so as supportive proponents of the association.

3. The Conference Planning Committee Co-Chairs and/or the Conference Planning Committee will determine complimentary registrations and travel reimbursement for all speakers.
4. Reimbursement of travel expenses is limited to reasonable and customary expenses that occur over the minimum amount of travel time necessary for the individual to participate in the annual conference. For example, speakers at an annual conference may receive partial or full reimbursement for round trip coach airfare (see below for restrictions) and one night of hotel lodging.
5. Costs associated with travel are done by a reimbursement system. Travel and expenses must occur before the reimbursement can be provided except under pre-approved circumstances.
6. Travel reimbursement will be issued on a “first come, first served” basis consistent with the principles established in these Guidelines, up to the amount allocated in that year’s budget.

Reimbursement Requests

All speaker reimbursement requests must be submitted by the assigned shepherd to the Conference Planning Committee Co-Chairs. Speakers and shepherds are not to contact the NACOLE Operations Coordinator directly to request reimbursement. Requests shall be timely and consistent with all deadlines as established by the Conference Planning Committee’s conference planning targets.

Expense Reports

Reporting of all travel expenses must be completed in a timely fashion and must include appropriate documentation of all expenses incurred. A suitable document that clearly itemizes the date, amount, and source of each expense and expense category is acceptable. The expense report should clearly list the total for all expenses to be reimbursed. Verified receipts for each expense must accompany all reports.

Expense reports shall be filed with NACOLE’s Operations Coordinator within 45 calendar days of the date(s) of travel or by December 31st of the year of travel, whichever comes first. When reimbursement of travel expenses has already been given to the speaker by another organization or an institution, it is the responsibility of the individual to clearly indicate this fact on the expense report and to indicate to whom a reimbursement check should be written.

Specific Expenses

Airfare: NACOLE speakers requesting reimbursement for airfare will be required to purchase their tickets at least 21 days in advance of their departure date. At all times, NACOLE speakers will be encouraged to keep their airfare costs as reasonable as possible.

NACOLE will only reimburse coach/economy fares for travel in the U.S., Canada, Mexico, and the Caribbean. Additional costs for business class or first class tickets are the responsibility of the speaker.

Baggage fees (“bag check fees”) are not covered under these Guidelines.

Personal Cars: Under certain circumstances, it may be more cost effective for speakers to use their personal cars to travel to the conference site. At least one Conference Planning Committee Co-Chair must approve use of personal cars prior to the date(s) of travel. When speakers use their personal cars for travel, mileage will be allowed at the currently approved IRS rate per mile.

In the case of speakers using their personal cars, mileage will be allowed at the currently approved rate; however, the total mileage reimbursement will not exceed the sum of the least expensive reasonable alternative means of transportation.

Hotel or Lodging: NACOLE speakers may submit receipts for lodging expenses for reimbursement for amounts up to the limit of the negotiated hotel registration costs for NACOLE that are published in association with the annual conference. NACOLE will not reimburse lodging expenses above and beyond these typical hotel rates. Incidental expenses such as laundry, telephone calls, movies, or entertainment will not be reimbursed. The reimbursement will only cover lodging for the period of nights that the participant is active in the annual conference plus one night for travel (after arrival or before departure). On occasion, a complimentary (no charge) room may be available and provided to NACOLE speakers in which case there would be no reimbursement for lodging expenses.

Additional Expenses: Other reasonable and customary expenses such as ground transportation (e.g., taxi cab, shuttle) or parking will not be reimbursed. Expenses for a rental car will generally not be reimbursed unless it can be shown that use of a rental car reduced the total expenses association with ground transportation used in association with the annual conference.

Expenses Not Covered

Generally, meals and incidentals (generally referred to as “per diem”), parking at the home airport, mileage to and from the home airport, and transfer costs (e.g., taxi and shuttle) to the conference site are not covered.

Financial Procedures

NACOLE Internal Financial Review

Adopted 4/10/2013

Background

In 2012, the Finance Committee of the National Association for Civilian Oversight of Law Enforcement (“NACOLE”) was tasked with developing and facilitating an internal review of the organization’s finances. The NACOLE Board of Directors had begun to explore the idea of reviewing the organization’s finances when it first considered applying for external funding. A consultation with NACOLE’s Certified Public Accountant resulted in the recommendation that a formal audit – often preferred by external funders – was not needed at this time. Accordingly, the Board of Directors agreed that until such time as a full audit is warranted, an Internal Financial Review would ensure that NACOLE’s finances are being managed effectively, efficiently, legally, and ethically.

Purpose

Primarily, the purpose of the Internal Financial Review (“Review”) is to prevent and detect financial risk. The Review will verify that appropriate internal financial controls are in place and make recommendations for implementation of controls where risk is great and controls are lacking or inadequate. The Review will also determine whether the organization’s funds are being spent as they are so authorized in the annual budget and identify any changes needed to ensure NACOLE manages its funds responsibly. Finally, the Review will provide assurance that the organization’s finances are in order, giving confidence to potential funders, e.g., federal, state, or local governments or private foundations that NACOLE is a fiscally responsible, healthy, and viable organization.

Process

Internal Financial Review Committee

The Review will be performed by a subcommittee of the Finance Committee (“Review Committee”). The Finance Committee Chair will not be a member of the Review Committee but will oversee the Review and the Review Committee’s progress to make sure that the work is completed in a timely manner and consistent with the standards set forth in this document. Importantly, the Finance Committee Chair shall not alter, edit, or attempt to influence the Review Committee’s findings or final report. The Review Committee will include all members of the Finance Committee that do not have signing authority or an ability to receive funds obligated to NACOLE. As such, the President¹⁰, Treasurer, and Operations Coordinator *shall not*

¹⁰ The President is a *de facto* member of all committees.

be a part of the Review Committee.¹¹ The Finance Committee Chair does not maintain the organization's financial records nor does s/he have signatory authority, thus allowing s/he to oversee the Review and the work of the Review Committee.

Should the Review Committee need additional members to perform the work, the Finance Committee Chair shall identify one or more individuals who are currently serving on other NACOLE committees and recommend them to the President for appointment to the Finance Committee and Review Committee.

Time Frame

The current Review will cover from January 1, 2011 through December 31, 2012, ensuring complete coverage of the past two fiscal years of the organization.¹²

Review of Financial Procedures

In order to conduct the Review, NACOLE's financial procedures and records will be made available to the Review Committee, including, but not limited to:

1. Financial Procedures
2. Treasurer – Bookkeeper Duties
3. Approval Procedures for Vendors
4. NACOLE Conflict of Interest Policy
5. NACOLE Business Plan
6. Board Travel and Expense Reimbursement Policy
7. Conference Speaker Reimbursement Guidelines
8. All committee procedures pertaining to requesting, receiving, or spending NACOLE funds, and making decisions with regard to same
9. All other documents pertaining to the organization's financial procedures

Review of Financial Records

The Review Committee will also be provided a listing, copies, or (online) access to the following financial records, including, but not limited to:

1. Invoices
2. Accounts receivable by source and date
3. Monthly bank statements
4. Check Copies

¹¹ Currently, there are eight total Finance Committee members: the Finance Committee Chair, Treasurer, Operations Coordinator, President, and three others – Avice Evans Reid, Dale Roberts, and Sue Quinn, who is a past President of NACOLE.

¹² NACOLE's fiscal year coincides with the calendar year (1 January to 31 December).

5. Deposit Copies
6. Annual Conference registrations (including all related communications, electronic or written, that may affect financial statements, i.e., waiver of conference registrations)
7. Membership registrations
8. Monthly and yearly financial reports
9. Tax filings

Upon receipt of all financial records, the Review Committee will compare the cash flow records against actual bank statements on a monthly basis, and the monthly and yearly financial reports.

The purpose of this comparison is to:

- Ensure that records are accurate and properly recorded
- Ensure procedures and policies are followed.
- Ensure that all income is accounted for in tax filings.
- Make recommendations for future documentation and/or procedures.

Interviews

In addition to reviewing financial procedures and records, the Review Committee may interview the current NACOLE President, Treasurer, Finance Committee Chair, and Operations Coordinator, to assess the economy and efficiency of current procedures and whether any changes need to be made. The Review Committee fully intends to interview the aforementioned individuals; however, it does not want to prevent the Review from being finalized if one or more cannot be interviewed. Interviews may also include former and current Board members as may be deemed appropriate.

Final Report

Once the Review is complete, the Review Committee will report its findings to the following, in the order listed: the full Finance Committee, NACOLE Board of Directors, and the NACOLE membership during the Annual Meeting. The report will include the Review Committee's findings and recommendations regarding the organization's financial policies and procedures, recording keeping practices, and the frequency, breadth, and scope of future financial reviews.

Financial Procedures

NACOLE Internal Financial Review Final Report

9/10/2013

Report of NACOLE Financial Review Committee

To the NACOLE Board,

As part of the NACOLE Finance Committee, we, Dale Roberts, Chair, Riverside Community Police Review Commission and Avice Reid, Executive Director, Police Advisory and Review Committee at City of Knoxville, agreed to perform a financial review of NACOLE's financial statements to the best of our abilities. We do not sit on the NACOLE Board and have acted independently in our review. Additionally, we are not and do not purport to be Certified Public Accountants.

The purpose of the review as approved by the NACOLE Board,

Purpose

Primarily, the purpose of the Internal Financial Review ("Review") is to prevent and detect financial risk. The Review will verify that appropriate internal financial controls are in place and make recommendations for implementation of controls where risk is great and controls are lacking or inadequate. The Review will also determine whether the organization's funds are being spent as they are so authorized in the annual budget and identify any changes needed to ensure NACOLE manages its funds responsibly. Finally, the Review will provide assurance that the organization's finances are in order, giving confidence to potential funders, e.g., federal, state, or local governments or private foundations that NACOLE is a fiscally responsible, healthy, and viable organization.

We performed procedures to provide a reasonable basis to obtain limited assurance that no material changes are needed to bring the financial statements into compliance with the applicable financial reporting framework for the two-year period of January 2011 – December 2012. Our areas were concentrated on the financial statements and where there were enhanced risks for misstatement. We also reviewed the budget to determine a general conformity therein. We believe these procedures performed satisfy the purpose of this review.

We conducted the following:

- 1) Reviewed Treasurer-Bookkeeper Duties,
- 2) Reviewed and tested financial statements to see if they appear to conform with the applicable financial reporting framework

➤ *Cash Receipts*

NACOLE Internal Financial Review

- Timely Recording
- Proper Recording
 - Membership
 - Deposits

➤ *Cash Disbursements*

- Vendor Payments
- Reimbursements
- Other

➤ *Payroll – Contractor Bookkeeper*

➤ *Revenue and expenses*

- 3) Inquired about the procedures for recording accounting transactions;
- 4) Investigated significant transactions occurring near the end of the accounting period;
- 5) Inquired about material events that occurred after the date of the financial statements;
- 6) Investigated significant payments;
- 7) Investigated findings that required further explanation;;
- 8) Reviewed NACOLE's Income Tax Forms; and
- 9) Reviewed Budget

Areas of Commendation:

- 1) Timely Financial Reporting;
- 2) Budget process works well and is documented; and
- 3) No major budget over or underruns.

Area of Concern over Internal Controls:

1) Segregation of Duties

In the Business Cycle there should be clear segregation of duties regarding Cash Receipts, Procurements, Cash Disbursements, and Payroll. Currently, the Treasurer and Bookkeeper's Duties are combined. These duties should be separated and defined independently of each other because the lack of separation allows for material risk such as the ability for making unauthorized transactions, defalcation or errors resulting in harm to the organization.

We recommend that the NACOLE Finance committee draft two separate guidelines for duties, policies and/or procedures for the Bookkeeper and Treasurer. We noted that the current policy is not strictly adhered.

We, the Financial Review (FR) Committee, recognize that there is only one staff and the Treasurer. We offer no immediate solution for the segregation of duties;

NACOLE Internal Financial Review

but recommend that the NACOLE's Finance Committee review and research how best to segregate these duties using the current resources.

The FR Committee recommends the following online resources on this topic:

http://www.enewsbuilder.net/ascpa/e_article001493985.cfm?x=b11.0.w

<http://www.bdoconsulting.com/resources/thought-leaders/SegDutiesChecklist-19.pdf>

Area of Concern over Record keeping:

- 1) Ensure proper documentation is maintained to support any payment.

Area of Concern regarding Expectation of Treasurer:

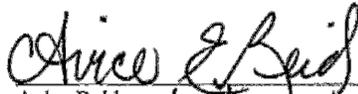
- 1) Before any NACOLE Board member election, the NACOLE Board should provide clear communication to prospective Treasurers regarding the additional level of hours, commitment and expectations required of this position beyond the regular NACOLE Board course of duties.

Areas of Improvement:

- 1) Ensure Deposits are made timely;
- 2) Ensure reimbursement of overpayments on Memberships are made timely;
- 3) Follow up to ensure vendor's invoices/request are paid in the proper period;
- 4) Follow up with known individuals who will seek reimbursement to prevent prior year reimbursements;
- 5) Properly document timing differences on financial statements/reconciliation;
- 6) Ensure policy is followed regarding any changes in charges of memberships/conference fees; and
- 7) Ensure Income Taxes are filed as timely as possible.

We have performed what we feel are the necessary procedures to provide limited assurance that there are no material changes needed to bring the financial reports into compliance with the applicable cash basis financial reporting. NACOLE appears to work well in adhering to its yearly budgets. However; we have noted the Area of Concern over Internal Controls in the Segregation of Duties and have recommended further action.


Dale Roberts
Date: 9/10/2013


Avice Reid
Date: 9/10/2013

III. CHECKING ACCOUNT RECONCILIATION

NACOLE
Reconciliation Detail
 Checking, Period Ending 12/31/2013

Type	Date	Name	Clr	Amount	Balance
Beginning Balance					78,135.16
Cleared Transactions					
Checks and Payments - 11 items					
Check	12/2/2013		X	-21.02	-21.02
Check	12/2/2013	phbwebhosting.com	X	-9.95	-30.97
Check	12/3/2013	PayPal	X	-30.00	-60.97
Check	12/5/2013	Ira Marc Miller & Co...	X	-800.00	-860.97
Check	12/6/2013	ConferTel	X	-234.36	-1,095.33
Transfer	12/12/2013		X	-40,000.00	-41,095.33
Check	12/13/2013	Christian Klossner	X	-417.80	-41,513.13
Check	12/13/2013	Ainsley Cromwell	X	-386.80	-41,899.93
Check	12/13/2013	Karen Willaims	X	-41.38	-41,941.31
Check	12/27/2013	Cameron L McElh...	X	-1,666.67	-43,607.98
Check	12/27/2013	Cameron L McElh...	X	<u>-210.80</u>	<u>-43,818.78</u>
Total Checks and Payments				-43,818.78	-43,818.78
Deposits and Credits - 3 items					
Deposit	12/27/2013		X	1,452.00	1,452.00
Deposit	12/27/2013		X	1,650.00	3,102.00
Deposit	12/31/2013		X	<u>0.45</u>	<u>3,102.45</u>
Total Deposits and Credits				<u>3,102.45</u>	<u>3,102.45</u>
Total Cleared Transactions				<u>-40,716.33</u>	<u>-40,716.33</u>
Cleared Balance				<u>-40,716.33</u>	<u>37,418.83</u>
Register Balance as of 12/31/2013				<u>-40,716.33</u>	<u>37,418.83</u>
Ending Balance				<u>-40,716.33</u>	<u>37,418.83</u>

IV. SAVINGS ACCOUNT RECONCILIATION

NACOLE
Reconciliation Detail
Savings, Period Ending 12/29/2013

<u>TYPE</u>	<u>DATE</u>	<u>NAME</u>	<u>CLR</u>	<u>AMOUNT</u>	<u>BALANCE</u>
Beginning Balance					45,969.31
Cleared Transactions					
Deposits and Credits - 2 items					
Transfer	12/12/2013		X	40,000.00	40,000.00
Deposit	12/31/2013		X	<u>9.31</u>	<u>40,009.31</u>
	Total Deposits and Credits			<u>40,009.31</u>	<u>40,009.31</u>
	Total Cleared Transactions			<u>40,009.31</u>	<u>40,009.31</u>
Cleared Balance				<u>40,009.31</u>	<u>85,978.62</u>
Register Balance as of 12/29/2013				<u>40,009.31</u>	<u>85,978.62</u>
Ending Balance				<u>40,009.31</u>	<u>85,978.62</u>

V. SCHOLARSHIP FUND RECONCILIATION

NACOLE

Reconciliation Detail

NACOLE Scholarship Fund, Period Ending 12/31/2013

Type	Date	Num	Name	Clr	Amount	Balance
Beginning Balance						3,258.23
Cleared Transactions						
Deposits and Credits - 1 item						
Deposit	12/31/2013			X	<u>0.11</u>	<u>0.11</u>
	Total Deposits and Credits				<u>0.11</u>	<u>0.11</u>
	Total Cleared Transactions				<u>0.11</u>	<u>0.11</u>
Cleared Balance					<u>0.11</u>	<u>3,258.34</u>
Register Balance as of 12/31/2013					<u>0.11</u>	<u>3,258.34</u>
Ending Balance					<u>0.11</u>	<u>3,258.34</u>

VI. BALANCE SHEETS WITH YEARLY COMPARISON

NACOLE
Balance Sheet Previous Year Comparison
As of December 31, 2013

	<u>Dec 31, 13</u>	<u>Dec 31, 12</u>
ASSETS		
Current Assets		
Checking/Savings		
Chase-IN	36,281.16	48,358.73
Chase Savings - IN	85,978.62	45,909.86
NACOLE Scholarship Fund	<u>3,258.34</u>	<u>3,320.00</u>
Total Checking/Savings	<u>125,518.12</u>	<u>97,588.59</u>
Total Current Assets	<u>125,518.12</u>	<u>97,588.59</u>
TOTAL ASSETS	125,518.12	97,588.59
LIABILITIES & EQUITY		
Equity		
Opening Bal Equity	69,628.84	69,628.84
Unrestrict (retained earnings)	27,959.75	2,438.32
Net Income	<u>27,929.53</u>	<u>30,398.07</u>
Total Equity	125,518.12	97,588.59
TOTAL LIABILITIES & EQUITY	125,518.12	97,588.59

VII. INCOME STATEMENTS

**NACOLE
Income Statement
General Operating Accounts
Twelve Month Period Ending 12/31/2013**

	Jan - Dec 13
Ordinary Income/Expense	
Income	
Advertisement Income	2,100.00
Conference Registration Fees	
Daily Rate	600.00
Member EARLY	47,225.00
Member LATE	16,075.00
Non-Member EARLY	9,400.00
Non-Member LATE	14,950.00
Processing Fees	25.00
Student Early	700.00
Vendor Table	500.00
Total Conference Registration Fees	89,475.00
CLE Fees	1,200.00
Contributions	1,160.00
Fundraising Income	12,384.95
Hotel Rebate	22,381.50
Interest	75.35
Membership Dues	
Associate Member	2,000.00
Organizational Member	17,100.00
Regular Member	5,100.00
Student Member	150.00
Total Membership Dues	24,350.00
Total Income	153,126.80
Expense	
Bank Service Charge	30.00
Board Meeting Expense	967.25
Conference Expense	
Awards	666.07
Badges	416.58

Conference Bags	918.49	
Conference Binders	1,479.04	
Conference Gifts-SPEAKER	500.00	
Facility Rental	-2,500.00	
Gratuities	240.00	
Marketing	158.84	
Meals/Events-BREAKFAST	17,960.27	
Meals/Events-BREAKS	7,926.22	
Meals/Events-LUNCHEON	8,105.14	
Meals/Events-OFFSITE RECEPTION	8,087.37	
Meals/Events-OPENING RECEPTION	4,493.56	
Meals/Events - INTERNATIONAL	1,111.80	
Operating Expense-AUDIO VISUAL	9,845.48	
Operating Expense-MISCELLANEOUS	250.00	
Operating Expense-POSTAGE & DEL	47.45	
Printing & Reproduction	885.89	
Speaker Expense	3,705.60	
Thumb Drives	1,266.75	
Total Conference Expense		65,564.55
Contract Planner Expense		
Conference	729.10	
Midwinter Meeting	757.58	
Total Contract Planner Expense		1,486.68
Contracted Labor		
Accountant	800.00	
Conference Planner	1,250.00	
Grant Writer	400.00	
Operations Coordinator	20,000.04	
Treasurer Assistant	300.00	
Webmaster	3,500.00	
Total Contracted Labor		26,250.04
Credit Card Fees		2,282.87
Insurance Expense		1,889.00
Meeting Expenses		3,439.77
Miscellaneous		132.98
Newsletter Expense		1,570.00
Office Supplies		350.63
Postage & Delivery		554.99
Professional Development (CLE)		25.00

Professional/Legal Fees		104.00
Survey Instrument		204.00
Telephone/Communication Expense		2,065.43
Travel Expense		
Conference Travel	10,821.68	
Midwinter Meeting Travel	<u>7,205.20</u>	
Total Travel Expense		18,026.88
Website Expense		<u>191.54</u>
Total Expense		<u>125,135.61</u>
Net Ordinary Income		<u>27,991.19</u>
Net Income		<u><u>27,991.19</u></u>

NACOLE
Income Statement
Annual Scholarship Fund
Twelve Month Period Ending 12/31/2013

	Jan - Dec 13
Ordinary Income/Expense	
Income	
Scholarship Contributions	1,755.00
Interest	0.84
Total Income	1,755.84
Expense	
Bank Service Charge	17.50
Conference Registration	
Student	450.00
Early Member	800.00
Total Conference Registration	1250
Travel Stipends	550
Total Expense	1,817.50
Net Ordinary Income	-61.66
Net Income	-61.66

VIII. 2013 ANNUAL BUDGET VS. ACTUAL

NACOLE
2013 Annual Budget vs. Actual

Revenues	2013 BUDGET	2013 ACTUAL
Advertisement Income	\$ 1,500.00	\$ 2,100.00
Conference Registration Fees	\$ 67,750.00	\$ 89,475.00
Hotel Rebate/Commission	\$ 17,882.00	\$ 22,382.00
Membership Dues	\$ 23,300.00	\$ 24,350.00
Associate	\$ 2,300.00	\$ 2,000.00
Organizational	\$ 17,100.00	\$ 17,100.00
Regular	\$ 3,900.00	\$ 5,100.00
Student		\$ 150.00
Contributions	\$ 1,100.00	\$ 1,160.00
CLE Income	\$ -	\$ 1,200.00
Training Income	\$ -	\$ -
Grant Income	\$ 12,500.00	\$ -
Fundraising Income	\$ 8,000.00	\$ 12,385.00
Interest	\$ 65.00	\$ 75.00
Total Revenues	\$ 132,097.00	\$ 153,127.00
Expenses		
Bank Service Charge	\$ 75.00	\$ 30.00
Board Winter Meeting Expense	\$ 1,200.00	\$ 967.00
Contract Labor	\$ 27,900.00	\$ 26,250.00
Webmaster	\$ 3,600.00	\$ 3,500.00
Accounting/Auditing	\$ 800.00	\$ 800.00
Operations Coordinator	\$ 20,000.00	\$ 21,550.00
Grant Proposal	\$ -	\$ -
Consultants	\$ 3,500.00	\$ 400.00
Operations Coordinator	\$ 2,161.00	\$ 1,487.00
Midwinter Meeting	\$ 660.00	\$ 758.00
Conference	\$ 1,501.00	\$ 729.00
Credit Card Fees	\$ 3,000.00	\$ 2,283.00
Dues & Subscriptions	\$ -	\$ -
Grant Expense	\$ 12,500.00	\$ -
Administrative	\$ 1,000.00	\$ -
Consultant	\$ 5,750.00	\$ -
Travel	\$ 5,750.00	\$ -
Other Meeting Expenses	\$ 4,500.00	\$ 3,440.00

Newsletter Expense	\$ 1,800.00	\$ 1,570.00
Website Expense	\$ 420.00	\$ 192.00
Insurance Expense	\$ 2,000.00	\$ 1,889.00
Postage & Delivery	\$ 500.00	\$ 555.00
Printing & Reproduction	\$ 500.00	\$ -
Professional & Legal Fees	\$ 104.00	\$ 104.00
Supplies - Office	\$ 500.00	\$ 351.00
Survey Tool	\$ 205.00	\$ 204.00
Marketing	\$ -	\$ -
Telephone & Communications	\$ 2,400.00	\$ 2,065.00
Conference Expenses	\$ 54,715.00	\$ 65,589.00
Conference Venue Deposit	\$ -	\$ (2,500.00)
Opening Reception	\$ 4,950.00	\$ 4,493.00
Mentor Program Gathering	\$ 200.00	\$ -
Offsite Reception	\$ 8,000.00	\$ 8,087.00
International Reception	\$ 750.00	\$ 1,112.00
Tuesday Luncheon	\$ 6,105.00	\$ 8,105.00
Breakfast	\$ 14,307.00	\$ 17,960.00
AM Breaks/PM Breaks	\$ 4,428.00	\$ 7,926.00
Speaker Expense	\$ 3,000.00	\$ 3,706.00
Audio/Visual Expense	\$ 6,000.00	\$ 9,846.00
Conference Gifts	\$ 600.00	\$ 500.00
Other Gifts	\$ 300.00	\$ -
Awards	\$ 900.00	\$ 666.00
Gratuity - Hotel	\$ 250.00	\$ 240.00
CLE Fees	\$ -	\$ 25.00
Postage & Delivery	\$ 200.00	\$ 47.00
Conference Marketing	\$ 600.00	\$ 159.00
Binders	\$ 875.00	\$ 1,479.00
Bags	\$ 875.00	\$ 918.00
Printing & Reproduction	\$ 800.00	\$ 886.00
Badges	\$ 525.00	\$ 417.00
Thumb Drives	\$ 1,050.00	\$ 1,267.00
Miscellaneous	\$ -	\$ 250.00
Contingency	\$ 1,000.00	
Strategic Planning	\$ -	\$ -
Travel - Board Only	\$ 18,149.00	\$ 18,027.00
Midwinter Meeting	\$ 5,171.00	\$ 7,205.00
Conference	\$ 12,978.00	\$ 10,822.00
Miscellaneous	\$ 500.00	\$ 133.00
Total Expenses	\$ 134,129.00	\$ 125,136.00
Net Income	\$ (2,032.00)	\$ 27,991.00

IX. 2014 ANNUAL BUDGET

**NACOLE
2014 Annual Budget
Adopted 1/26/2014**

NACOLE	2014 Budget	Comments
INCOME		
Advertisement Income	\$ 1,500.00	5 Advertisements @ \$300/each
Conference Registration Fees	\$ 92,000.00	200 Paid Registrants (Based on 160 early member registrations and 56 regular member registrations)
Hotel Rebate/Commission	\$ 10,500.00	Based on \$20 rebate for the 525 contractual room nights (2013), \$7382 Commission for 2012, paid 2013
Membership Dues	\$ 28,950.00	
Associate	\$ 2,300.00	23 @ \$100
Organizational	\$ 22,000.00	55 @ \$400
Regular	\$ 4,500.00	30 @ \$150
Student	\$ 150.00	
Contributions	\$ 1,100.00	Anticipated contribution of \$100 per Board Member
CLE Income	\$ 2,500.00	Based on 50 participants in CLE program, paying \$50/person
Training Income	\$ -	No training income currently projected in 2013
Grant Income	\$ -	NACOLE is supporting and participating in the another Eurasia Foundation grant (partnership with Russian NGOs) with past Presidents Barbara Attard and Kathryn Olson; however, there is no expected income from this project.
Fundraising Income	\$ 8,000.00	Fundraising income projected by Kansas City Host Committee
Interest	\$ 60.00	Bank account interest
Total Revenues	\$ 144,610.00	
EXPENSES		
Bank Service Charge	\$ 50.00	Includes wire fees associated with overseas conference registrations
Board Winter Meeting Expense	\$ 1,200.00	Winter meeting expense (Board Dinner, A/V, Working Lunch, Coffee)

Contract Labor	\$ 37,800.00	
Webmaster	\$ 3,000.00	For maintenance, updates, and changes to the NACOLE website to be done by current web designer, Sean Hise, Exacta, LLC.
Accounting/Auditing	\$ 5,800.00	\$5000 for financial audit, \$800 for tax filings and consultation
Operations Coordinator	\$ 20,000.00	Continuation of current expense for Operations Coordinator--will change later in the year to reflect new line item of Director of Training and Education
Director of Operations	\$ 10,000.00	Board decided to hire a p/t Director of Operations and transition current Operations Coordinator to be the new Director of Training and Education (see line item above)
Research Assistant	\$ -	Professional Standards Committee will be seeking a volunteer graduate student to help prepare detailed oversight agency profiles.
Grant Proposal	\$ -	No additional expense anticipated for 2014
Consultants	\$ 2,000.00	To hire a grant writer to pursue funding opportunities for NACOLE projects.
Contractor Travel Expense	\$ 3,975.00	
Midwinter Meeting	\$ 625.00	Hotel @ \$123 x 3 nights, Per Diem @ \$61 (75% on travel days), \$30 transfer
Conference	\$ 3,350.00	2x Airfare @ \$400, 2x Hotel @ \$146 x 6 nights, 2x Per Diem \$61 (5 days) and \$45.75 (2 days) – includes travel costs for Director of Operations and Director of Training and Education
Credit Card Fees	\$ 2,200.00	Increase due to increase in credit card transactions for membership and registration payments
Dues & Subscriptions	\$ -	CACOLE and NACOLE exchange one organization membership at no cost
Grant Expense	\$ -	No expenditures tied to a specific grant anticipated this year
Administrative	\$ -	No expenditures tied to a specific grant anticipated this year
Consultant	\$ -	No expenditures tied to a specific grant anticipated this year
Travel	\$ -	No expenditures tied to a specific grant anticipated this year
Other Meeting Expenses	\$ 3,600.00	Travel to/participation in events around the country, including, but not limited to: 2014 CACOLE conference; site visit for 2015 conference; Major Cities Chiefs winter meeting
Newsletter Expense	\$ 3,000.00	Reflects addition of conference-only edition in late fall/winter and fewer printed copies
Website Expense	\$ -	Domain costs now covered under webmaster associated expense
Insurance Expense	\$ 2,000.00	Director's Liability Insurance and special event insurance in Kansas City

Postage & Delivery	\$ 700.00	CPO Mailings (\$125), Membership & Outreach (\$250), Election mailings (\$125), Professional Standards Mailing (\$200)
Printing & Reproduction	\$ 500.00	Printing of materials pertaining to the general operation of NACOLE
Professional & Legal Fees	\$ 104.00	Allows NACOLE to be incorporated in Maryland since we are no longer there
Supplies - Office	\$ 700.00	Additional materials for committees: \$200 (Strategic Planning)
Survey Tool	\$ 205.00	Continue subscription to Survey Monkey
Marketing	\$ 500.00	Printing of additional marketing materials (e.g., brochures, fliers, posters) and additional marketing strategies, including social media (e.g., NACOLE's Facebook and Twitter accounts)
Telephone & Communications Exp.	\$ 1,800.00	Reflects \$150/month for ConferTel expenses
Regional Outreach Event	\$ 1,000.00	Plan to hold 4 regional events to assist in marketing efforts of the Membership & Outreach Committee at a cost of \$250.00 each
Conference Expenses	\$ 60,345.00	
Conference Venue Deposit	\$ -	
Opening Reception	\$ 6,000.00	200 people at \$30/person
New Member/Mentoring Gathering	\$ 500.00	Funding for gathering for those participating or interested in the mentoring program and new members.
Offsite Reception	\$ 6,000.00	Sankofa Reception (Kansas City has agreed to host and pay expenses)
International/Founders Event	\$ 800.00	Based on 30 people with the ability to bring in our own wine. May be able to bring in food.
Interpreter Expense	\$ -	
Tuesday Luncheon	\$ 7,400.00	200 people @ \$37/person
Breakfast	\$ 15,120.00	Minimal Continental (Day 1:150, Day 2:150, Day 3: 150, Day 4:110) (\$27/person)
AM Breaks/PM Breaks	\$ 7,000.00	Coffee & Tea in the AM / Lemonade & Iced Tea with sweet in PM
Speaker Expense	\$ 3,500.00	Expenses associated with the travel reimbursement for approved speakers
Audio/Visual Expense	\$ 6,500.00	This is based on the assumption that KCPD will provide laptops and projectors.
Conference Gifts	\$ 600.00	\$500 donation and \$100 in supplies
Other Gifts	\$ 300.00	Gifts for local planning committee
Awards	\$ 900.00	2 curved glass awards and one flame
Gratuity - Hotel	\$ 250.00	Tips for hotel staff
CLE Fees	\$ 25.00	Missouri Application Fee
Postage & Delivery	\$ 200.00	Cost of mailing conference materials to Kansas City

Conference Marketing	\$ 250.00	Marketing mailings, Marketing handouts
Binders	\$ -	This line item is now absorbed by the printing and reproduction
Bags	\$ 1,000.00	200 bags at \$5 (plus expense for goodies)
Printing & Reproduction	\$ 2,500.00	Printing not provided by the local host - included the printing of 250 conference binders
Badges	\$ 750.00	200 badges @ \$3 PLUS \$150 for Board members (new), past-presidents and founders
Thumb Drives	\$ 750.00	125 thumb drives @ \$6 each
Miscellaneous	\$ -	
Contingency	\$ 5,000.00	
Strategic Planning		
Travel - Board Only	\$ 18,917.00	
Midwinter Meeting	\$ 7,693.00	Hotel - \$3936 (\$123 x 32 nights), Air, \$1200 (3 flights at an average of \$400 airfare, Per Diem - \$2257 (20 days @ 75% and 22 days @ 100% \$61), \$300 transfers
Conference	\$ 11,224.00	Air - \$4500(10 flights at an average of \$450), Hotel - \$6424 (\$146 x 44), Per Diem - \$3020, 22 days at 75% (travel days), 33 days 100% based on all board members staying Sunday through Thursday, Transfers - \$300
Miscellaneous	\$ 500.00	
Total Expenses	\$ 144,096.00	
Net Income	\$ 514.00	