

**NATIONAL ASSOCIATION FOR  
CIVILIAN OVERSIGHT OF LAW ENFORCEMENT**



**ANNUAL REPORT  
2013-2014**

March 31, 2015

Dear NACOLE Member,

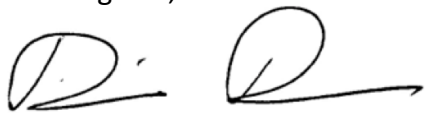
I am pleased to present NACOLE's Annual Report for September 2013 through September 2014. This report describes the organization's work – carried out by the Board of Directors, NACOLE's committees, the Director of Operations, and the Director of Training and Education – to advance the mission of NACOLE and the work of its members. It also contains the 2014 year-end financial report.

I can report that 2013-2014 was a successful year in several key ways for NACOLE:

- The 20<sup>th</sup> Annual Conference in Kansas City was extremely successful, bringing together 310 attendees – the highest attendance at a NACOLE conference to date – from 31 states, the District of Columbia, and 8 countries.
- NACOLE realized almost \$41,000 more in net income than budgeted for the year, largely due to the success of the Kansas City conference. This will reinforce the organization's strong financial position and allow us to continue to support our members, offer special programs and services, and advance our mission.
- NACOLE co-hosted its first webinar with the U.S. Department of Justice Community Relations Service, featuring training on building relationships between law enforcement and the transgender community. More than 120 people participated.
- NACOLE contracted with Liana Perez, former Independent Police Auditor in Tucson, Arizona, as its Director of Operations. Cameron McElhiney, the longtime Operations Coordinator, became NACOLE's Director of Training and Education.
- The organization underwent its first financial audit because of the growth in its budget. The audit, which had no major negative findings, was presented to the membership at the Annual Membership Meeting in Kansas City.

We have an exciting year ahead, with big things planned. The committees are already hard at work for the 2014-2015 year, and planning is well underway for the 21<sup>st</sup> Annual Conference in Riverside, California. Committee goals for the year include: increasing membership, expanding training opportunities for members and others interested in oversight, continuing to build partnerships with similarly focused organizations, developing more detailed oversight agency profiles, enhancing the website's features and content, increasing our use of social media, and much more. Stay tuned!

Kind regards,

A handwritten signature in black ink, appearing to read 'D. Buchner', with a long horizontal flourish extending to the right.

Brian Buchner  
President  
NACOLE

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## **I. INTRODUCTION**

The National Association for Civilian Oversight of Law Enforcement (NACOLE or “Association”) is a 501(c)(3) not-for-profit association of law enforcement agencies and practitioners and others that works to enhance accountability and transparency in policing and build community trust through civilian oversight.

## **II. NACOLE MISSION AND GOALS**

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

To this end, the goals of NACOLE, as articulated in the Bylaws, 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 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 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 ceased operating.<sup>1</sup> IACOLE’s leaders, a number of which remain involved in oversight today, helped establish oversight offices across the country and around the world.

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<sup>1</sup> The date of IACOLE’s dissolution is unclear.

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 United States. 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. 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 works as a senior investigator for the Atlanta Citizen Review Board. Larna Spearman is a member of the Indianapolis Citizens’ Police Complaint Board.

### **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 have fielded phone calls and e-mails from the press and communities across the country looking to establish oversight of their local law enforcement agencies. They have 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 21<sup>st</sup> 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 Reeder, Indianapolis, Indiana  
2001-2003 – Sue 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 Eure, Washington, DC  
2009        André Birotte, Jr.<sup>2</sup>, Los Angeles, California  
2010        Philip 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.

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<sup>2</sup> 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.

The President is the presiding officer of NACOLE. Upon the election of a new President, the outgoing President serves 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 one-year terms. The eight at-large members of the Board are elected to staggered three-year terms. 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 meeting that focuses on annual conference details and strategic planning, and again in the fall in conjunction with the Annual Conference. They meet via conference calls the other 10 months of the year.<sup>3</sup> Board meeting agendas and minutes are available on the members' only section of the NACOLE website. The responsibilities of the Board include planning and organizing the Annual Conference, managing NACOLE's finances, conducting general oversight of the organization, and working to further NACOLE's mission.

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 2013-2014 Board consisted of: President Brian Buchner (Los Angeles, CA); Vice-President Brian Corr (Cambridge, MA); Treasurer Ainsley Cromwell (Detroit, MI); Secretary Dawn Reynolds (Dallas, OR)<sup>4</sup>; Immediate Past-President Ilana Rosenzweig (Singapore); and Directors Joyce Hicks (San Francisco, CA) Christian Klossner (Washington, DC), Avice Evans Reid (Knoxville, TN), Charles Reynolds (Dover, NH), Karen Williams (Kansas City, MO), and Jayson Wechter (San Francisco, CA).

The Board met immediately after the 2013 elections, held monthly telephone conference meetings, held its mid-winter meeting in January 2013, and met again prior to the 2014 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 2013-2014 year, there were eleven 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 members and hosting regional meetings; and reviewing and recommending scholarship and award recipients.

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

<sup>4</sup> Ms. Reynolds took over as Secretary on May 14, 2014.

The eleven committees in 2013-2014 were as follows<sup>5</sup>:

- Conference Planning Committee
- Elections and Bylaws Committee
- Finance Committee
- Membership Development and Engagement Committee
- Newsletter Committee
- Outreach and Public Relations Committee
- President's Executive Advisory Committee
- Professional Standards Committee
- Scholarship Committee
- Strategic Planning Committee
- Website and Digital Media Committee

For a discussion of the association and committees' accomplishments in 2013-2014, see the *Association and Committee Accomplishments* section below.

NACOLE continued to contract with Cameron McElhiney. Ms. McElhiney first became involved with NACOLE in 1998 while she was a member of the Indianapolis Citizens' Police Complaint Board. She served on that board for six years, including two as President.

In addition, NACOLE made progress in increasing its capacity by contracting with Liana Perez, former Independent Police Auditor in Tucson, Arizona, as its Director of Operations. Liana was selected as Tucson's first Independent Police Auditor in 1997. She has been a member of NACOLE for over fifteen years, served on the Board of Directors from 2003-2006 and again from 2010-2012, and helped lead the planning efforts for the New Orleans (2011) and San Diego (2012) conferences. She also previously served on the Hispanic Professional Action Committee.

With the addition of a Director of Operations, Ms. McElhiney became NACOLE's new Director of Training and Education. As the Director of Training and Education, Ms. McElhiney continues to play a leading role in designing, coordinating, delivering, and evaluating the Annual Conference along with other local and regional training programs. She also continues to provide support to the Annual Conference Committee, the local host committee, and the Training, Education, and Standards Committee, as well as to the President and the Board of Directors, the Director of Operations, and other committees, as needed.

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<sup>5</sup> The NACOLE Board of Directors adopted a realigned committee structure during its October 2014 regular meeting. The new committee structure included combining, eliminating, and refocusing committees. For a full description of the new committees, visit [www.nacole.org/about-us/committees](http://www.nacole.org/about-us/committees).



## **V. MEMBERSHIP**

As of September 9, 2014, NACOLE had 149 members, which included 57 organizational members, 36 regular members, 31 associate members, seven student members, and 18 life members. This represented a nearly 20 percent increase over 2012-2013 membership levels. See the Membership Development and Engagement Committee's accomplishments below.

## **VI. 2014 YEAR-END FINANCIAL REPORT**

Attached as Appendix B is the year-end financial report for 2014.

## **VII. 2014 ANNUAL ELECTIONS**

The 2014-2015 Board, elected at the 2014 Annual Membership Meeting, consists of: President Brian Buchner (Los Angeles, CA); Vice-President Ainsley Cromwell (Detroit, MI); Treasurer Avice Evans Reid (Knoxville, TN); Secretary Karen Williams (Kansas City, MO); Immediate Past-President Ilana Rosenzweig (Singapore); and Directors Brian Corr (Cambridge, MA), Joyce Hicks (San Francisco, CA), Christian Klossner (Washington, DC), Nicholas Mitchell (Denver, CO), Dawn Reynolds (Dallas, OR), and Mark Smith (San Francisco, CA).

## **VII. ASSOCIATION AND COMMITTEE ACCOMPLISHMENTS**

The association accomplished a great deal this year, including: hosting a successful 20<sup>th</sup> Annual Conference; co-developing and co-sponsoring a first-of-its-kind graduate-level course in police oversight; entering into agreements with several similarly-focused organizations; launching a members' only section of the website; raising over \$6,000 for the Annual Conference Scholarship Fund; and creating an infographic on the benefits of oversight<sup>6</sup>.

John Jay College of Criminal Justice, a senior college of The City University of New York, with support from NACOLE, launched a first-of-its-kind graduate-level course in police oversight as part of its public administration program. The police oversight course will be a component of the public administration program's regular curriculum. NACOLE brought the idea to John Jay in November 2013, and developed the course with course instructors. The course prepares students to assess, evaluate, and monitor police conduct and policing performance from an oversight perspective, and includes opportunities for NACOLE members to lecture and engage directly with the students.

NACOLE co-hosted its first webinar with the U.S. Department of Justice Community Relations Service on August 6, 2014, which included training on building relationships between law enforcement and the transgender community. The webinar featured Cameron McElhiney; Gilbert Moore, Deputy Director, Community Relations Service; Harper Jean Tobin, Esq., Director

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<sup>6</sup> NACOLE infographics can be found here: [www.nacole.org/civilian-oversight-infographics/](http://www.nacole.org/civilian-oversight-infographics/)

of Policy, National Center for Transgender Equality; and Sergeant Brett Parson, District of Columbia Metropolitan Police Department. Over 120 people participated. A recording of the webinar is available on the NACOLE website at [www.nacole.org/training/webinars](http://www.nacole.org/training/webinars).

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 2013-2014 year. Their year-end reports, members, and accomplishments may be found below.

### **Conference Planning Committee**

In 2014, NACOLE hosted its 20<sup>th</sup> Annual Conference, *Building Community, Broadening Oversight*. NACOLE was fortunate to be able to bring the conference back to Kansas City, Missouri for this milestone conference. Kansas City is important to oversight for many reasons, not the least of which is it is home to one of the oldest continuously operating oversight agencies in the country, the Office of Community Complaints (OCC), which celebrated its 45<sup>th</sup> Anniversary in September 2014.

The conference brought together 310 attendees from 31 states, the District of Columbia, and 8 countries – the highest attendance at a NACOLE conference to date. The conference saw participation from attendees representing over 95 communities throughout the country and the world. 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. In addition, NACOLE saw great growth in its Certified Practitioner of Oversight (CPO) Program. The program now boasts 49 individuals who hold the credential with another 78 working towards it.

This year we welcomed Maddy deLone, Executive Director of the Innocence Project, as our Keynote Speaker. In discussing her work to exonerate the innocent and reform the justice system, Ms. deLone reminded us of the importance of always striving to develop and implement best practices in policing, and that the failure to do so comes at a tremendous cost to our civil rights and civil liberties, as well as to our overall sense of humanity. We were also honored to welcome featured speaker Ronald L. Davis, Director of the U.S. Department of Justice's Office of Community Policing Services (COPS Office). Director Davis spoke of the trust between police and communities they serve and the critical role of civilian oversight in helping to build that trust. Overall, the content of the sessions included something for everyone. Topics ranged from emerging issues to new technologies, from new approaches for practicing oversight to honing our basic skills. See Appendix A for a copy of the daily conference schedule.

Civil Rights icon and Los Angeles community leader John W. Mack received the 2014 Flame Award, NACOLE's highest honor, in recognition of his tireless fight to reform and fundamentally change the culture of the Los Angeles Police Department (LAPD). In 2005, Mr. Mack was appointed to the Los Angeles Police Commission, the civilian head of the LAPD which functions like a corporate board of directors. He served several terms as President of the Police

Commission, an influential position to hold in Los Angeles. Mr. Mack's appointment to the Police Commission was an important step toward ensuring community involvement in overseeing the LAPD. Mr. Mack pushed for reform of the LAPD's policies, procedures, and investigations into biased policing and he helped the Department achieve full compliance with the federal consent decree put in place in 2001.

As the recipients of the Achievement in Oversight award, New York City Councilmembers Jumaane Williams and Brad Lander were recognized for their efforts in establishing an independent Inspector General for the New York Police Department and for creating a legally enforceable civil right against bias-based policing.

Two Contribution to Oversight awards were presented this year. One was given to Patrice Cullors for her community organizing efforts to reform the Los Angeles County Sheriff's Department and enhancing civilian oversight. The other was shared by San Diego-based reporters Kelly Davis and Dave Maass of the San Diego CityBeat and Liam Dillon of the Voice of San Diego for their collective reporting on inmate deaths and police misconduct in San Diego.

During this year's conference, NACOLE arranged for the attendance of officials from Ferguson, Missouri. Each attendee had the opportunity to attend sessions and meet with conference attendees to learn about oversight, discuss how it can be effective, and examine ways to ensure that oversight processes being considered in Ferguson are open, inclusive, and reflective of the needs of the community.

Due to the hard work of the Conference Planning Committee and local host committee, the 20<sup>th</sup> Annual Conference was both a programmatic and a financial success. Conference revenue, including from registrations, hotel rebates<sup>7</sup>, and donations totaled \$128,138. Conference expenditures totaled \$65,270.<sup>8</sup> The fund balance is an important part of NACOLE's annual budget, and is used to fund the organization's programs and services that support our members and the field of civilian oversight, such as the newsletter, website, participation and representation at other professional conferences or meetings, and outreach to, and engagement with, jurisdictions and communities exploring civilian oversight. The surplus was also used to strengthen the association's reserves, helping to ensure its viability into the future.

The Committee members included Co-Chairs Brian Corr and Christian Klossner and members Brian Center, William Harrison, Nicole Junior, Matthew Larsen, Camelia Naguib, and Richard Rasmussen. The local host committee included Karen Williams, Pearl Fain, and Merrell Bennekin.

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<sup>7</sup> NACOLE is able to use its leverage to negotiate a package that includes both hotel rates that are below standard guest rates quoted at the hotels for non-NACOLE guests and a rebate that allows NACOLE to offset part of the cost of the conference and keep registration fees low.

<sup>8</sup> See Appendix B for a complete breakdown of conference-related revenue and expenditures.

### **Elections and Bylaws Committee**

During the 2013-2014 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 January 8, 2014.

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 eligible 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.

In response to concerns expressed by the membership, the Committee reviewed suggestions and subsequently submitted a draft revision to the Bylaws to provide for the election of members to fill unexpired terms on the Board that are created by the election of a serving Board member as President or Vice-President at an Annual Membership Meeting and Elections. This revision was intended to replace the procedure by which unexpired terms were filled by Board appointments. The Board of Directors approved this revision on April 9, 2014, for submission to the general membership for consideration at the 2014 Annual Membership Meeting.

At the same time, the Committee recommended that the Board adopt additional revisions to the Election Procedures in order to accommodate the aforementioned proposed amendment to the Bylaws. The Board approved these revisions on April 9, 2014, with the proviso that they only become effective upon passage of the proposed revision to the Bylaws.

Finally, the Committee again 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. The Bylaws authorize voting membership to a broad range of individuals involved in police oversight. Associate membership includes provisions for involvement in NACOLE activities by a broad range of people interested in but not working directly with or 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, William Harrison, and Joyce Hicks.

### **Finance Committee**

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

The Finance Committee undertook an ambitious agenda for itself for the 2013-2014 year. The Committee helped shepherd NACOLE through its first formal financial audit in 2014, and further streamline the association's financial procedures. The audit had no major negative findings; in fact, the audit found NACOLE's financial records and financial controls to be generally sound. The findings were presented to the membership at the 2014 Annual Membership Meeting in Kansas City. The audit findings and management letter to the NACOLE Board are available in the members' only section of the NACOLE website.

One of the most critical responsibilities of the Committee is to prepare a draft annual budget for the Board to review and adopt, 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 2013. 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 26, 2014. See Appendix B for the budget.

The Finance Committee members included Chair Avice Evans Reid and members Ainsley Cromwell, Pearl Fain, and Dale Roberts.

### **Membership Development and Engagement Committee**

The Membership Development and Engagement Committee tracks NACOLE membership levels, supports the Board Secretary in maintaining membership records, and manages the contact log for inquiries to NACOLE seeking assistance in studying or establishing civilian oversight or by members of the press. 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 NACOLE to new and existing members and building increased awareness of NACOLE's purpose nationally and internationally."

To advance its mission, the Committee identified four primary goals for the year: (1) hold four regional outreach events; (2) increase conference participation, retain existing members, increase membership by 10 percent, and research and identify potential new members; (3) hold reception for new members at the Annual Conference; and (4) maintain the association's contact log.

NACOLE hosted, co-hosted, or participated in events throughout the year, some of which are listed below:

- August 21, 2014 – NACOLE hosted a Northern California regional training on mediation and policy recommendations. This event was held in San Francisco and was attended by 25 participants from across the region. The meeting was facilitated by NACOLE Board Member Joyce Hicks, and featured staff from the San Francisco Office of Citizen Complaints. Attendees included other members of the NACOLE Board, as well as representatives from the Bay Area Rapid Transit (BART) System Office of the Independent Police Auditor, the Berkeley Police Review Commission, the Oakland Citizens' Police Review Board, the Richmond Police Commission, and the Law Enforcement Accountability Subcommittee of the Sonoma County Community and Local Law Enforcement Task Force.
- June 21, 2014 – The Columbia, Missouri Citizens Police Review Board hosted a regional meeting on mediation. NACOLE Board Member Karen Williams gave a presentation on the OCC's mediation program.
- March 17, 2014 – NACOLE President Brian Buchner gave a presentation on civilian oversight to the Law Enforcement Accountability Subcommittee of the Sonoma County Community and Local Law Enforcement Task Force.
- January 30, 2014 – NACOLE Board members Joyce Hicks and Jayson Wechter were panelists at an American Civil Liberties Union (ACLU) community forum on civilian oversight in Santa Rosa, California.

At the 20th Annual Conference in Kansas City, following the welcoming 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).<sup>9</sup>

Committee members contacted 33 police commissions in the states of Montana, Illinois, and Alaska, and invited them to join NACOLE and attend the 20th Annual Conference. Committee members also contacted 69 individuals, largely with academic institutions, inviting them to join NACOLE and attend the conference.

Finally, the NACOLE President, Vice-President, and other Board members responded to more than 100 inquiries for information about NACOLE or civilian oversight. Those responses to inquiries were almost double the 55 responses to inquiries made to NACOLE in 2012-2013.

The Membership Development and Engagement Committee members included Chair Joyce Hicks and members Matthew Barge, Sharon Kidd, Matthew Larsen, and Daniel Suarez.

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<sup>9</sup> The NACOLE Professional Mentoring Program offers opportunities for experienced and newer police oversight professionals to continue their professional development through formal mentoring relationships. 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 four issues of the *NACOLE Review* during the 2013-2014 year. These included the Winter 2014 and Spring 2014 editions, a Special Edition to mark the 50th anniversary of the 1964 Civil Rights Act, and a conference wrap-up edition following the 20<sup>th</sup> Annual Conference.

The Committee relied on the NACOLE members and those otherwise interested in civilian oversight who wrote articles and reviews for the newsletter. Additionally, as was previously announced, the *NACOLE Review* was distributed electronically in 2014, reducing the financial and environmental costs of printing and mailing the newsletter. The electronic version of the newsletter is available through the NACOLE website and Listserv, and by email.

Finally, in October 2013, after a nationwide search, NACOLE selected Newman Grace, Inc. in Los Angeles, as its newsletter publisher.<sup>10</sup> Newman Grace is accessible and responsive and produces an exceptionally high-quality work product at a reasonable rate.

The Newsletter Committee members included Chair Karen Williams and members William Huey, Loan Le, and Kathryn Olson.

### **Outreach and Public Relations Committee**

In 2013-2014, the Committee's first year, it laid the groundwork for an increased presence for NACOLE and an enhanced ability to respond to the needs and interests of those interested in civilian oversight. While the association's President remains the primary contact and voice of NACOLE for media inquiries and requests, the Committee examined the infrastructure and materials necessary for that effort. As part of that work, the Committee reviewed NACOLE's existing outreach and public relations materials and began work on a first-of-its-kind outreach packet.

The Committee also responded to requests for information on establishing or improving civilian oversight of law enforcement from individuals in five states, and worked with NACOLE's President to develop press releases.

The Outreach and Public Relations Committee members included Chair Brian Corr and members Simone Levine, Francine Tournour, and Maceo Williams.

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<sup>10</sup> More information about Newman Grace can be found on its website, <http://www.newmangrace.com>.

### **Professional Standards Committee**

The Professional Standards Committee works to develop professional standards to guide those involved in civilian oversight. In 2013-2014, the Committee accomplished three major projects: (1) continuing to survey and complete detailed profiles of oversight agencies around the country, (2) overseeing the NACOLE awards process, and (3) Committee Co-Chair Ilana Rosenzweig worked with the CPO Subcommittee to update the CPO reading list.

The Committee continued to compile profiles of 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 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.

To date, profiles have been completed for oversight entities in: Albany, New York; Albuquerque, New Mexico; Atlanta, Georgia; Austin, Texas; Berkeley, California; Eugene, Oregon; Kansas City, Missouri; City of Los Angeles, California; New Orleans, Louisiana; Portland, Oregon; and San Francisco, California. Each of these profiles has been posted to the NACOLE website.<sup>11</sup>

The Committee also completed its fourth year overseeing the NACOLE awards process. The members of the Awards Subcommittee were Jayson Wechter, Cristina Beamud, Robin Hammer, and former NACOLE Flame Award recipient Barbara Attard.

The Professional Standards Committee members included Co-Chairs Ilana Rosenzweig and Jayson Wechter and members Matthew Barge, Cristina Beamud, Ralph Blount, Charles Gaither, Robin Hammer, Crista Noel, and Phillip Young.

### **Scholarship Committee**

There were six Annual Conference Scholarship recipients for the 20<sup>th</sup> Annual Conference: John Chasnoff, St. Louis, Missouri; Patrisse Cullors, Founder and Executive Director of Dignity and Power Now, Los Angeles, California; Marquez Equalibria, U.S. Department of Justice Community Relations Service, Los Angeles, California; Katie Freeman-Otte, Spokane, Washington; Cheryl Hayward, Center for Dispute Settlement, Rochester, New York; and Melissa Trimble, a graduate student at Washburn University, North Kansas City, Missouri.

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<sup>11</sup> Complete profiles can be found here: <http://nacole.org/nacole-resources/detailed-oversight-agency-profiles/>.



The Committee hosted its first scholarship fundraising dinner at local Kansas City barbecue favorite, Gates Bar-B-Q. The Committee also gave away t-shirts for donations of \$25 or more. The NACOLE Annual Conference Scholarship Fund raised \$6,000 at the 20<sup>th</sup> Annual Conference, for a total of \$6,910 raised in 2014.

The Scholarship Committee members included Chair Ilana Rosenzweig and members Ines Fraenkel, Sharmaine Moseley, Mark Smith, Karen Williams, and Sacheen Yates.

### **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 2013-2014, the Committee reviewed the association's existing policies and procedures and began work on developing a comprehensive policy manual. The Committee continued reaching out to other professionals and organizations with overlapping goals of transparent and accountable law enforcement and government. To that end, the association entered into collaborative agreements with the International Law Enforcement Auditors Association (ILEAA)<sup>12</sup> and CACOLE<sup>13</sup>.

The Strategic Planning Committee members included Chair Dawn Reynolds and members Kim Hendrickson, Joey Lipari, Ellen LoCurto-Martinez, Avice Evans Reid, and Kerry Sumesar-Rai.

### **Website and Digital Media Committee**

The Website and Digital Media Committee's goals for 2013-2014 included training Committee members in basic website design, creating a NACOLE members' only section of the website, and developing the association's social media platforms.

In August 2014, the members' only section of the website went live, giving members access to all of the Board's regular and special meeting agendas and minutes, the association's financial records, minutes of the annual membership meetings, outreach letters and communication sent on behalf of the association, and a full membership directory.

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<sup>12</sup> According to its website, [www.ileaa.org](http://www.ileaa.org), ILEAA provides "global leadership in increasing the knowledge, skills, abilities, and professionalism of law enforcement agency auditors and those whose professional duties and responsibilities include the oversight, enforcement, and administration of issues related to the enforcement of the law, thereby contributing to the quality of law enforcement throughout the world." Membership comprises sworn and civilian personnel from law enforcement agencies, as well as local government auditing departments, and other organizations from the United States and internationally.

<sup>13</sup> According to its website, [www.cacole.ca](http://www.cacole.ca), CACOLE is a "national non-profit organization of individuals and agencies involved in the oversight of police officers in Canada. CACOLE is dedicated to advancing the concept, principles, and application of civilian oversight of law enforcement throughout Canada and abroad."

In addition, NACOLE created an infographic about benefits of civilian oversight and distributed the graphic across its social media platforms. The Committee also tasked the webmaster with making the website available in multiple languages. Currently, the site can be viewed in 79 different languages.

The Website and Digital Committee members included Chair Ainsley Cromwell and members Kelvyn Anderson, Eddie Aubrey, Scott Dean, David Rozen, and Jayson Wechter.

## **IX. 2014-2015 ASSOCIATION AND COMMITTEE GOALS**

The Board, with input from the committees, discussed and crafted goals for the 2014-2015 year. Some goals are specific, while others are ongoing. The Board is already hard at work and planning is well underway for the 21<sup>st</sup> Annual Conference in Riverside, California. The goals for each committee are as follows:

### **Annual Conference 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.
- 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.
- 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.
- Increase number of sessions and information available for conference attendees.

### **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 elections at the Annual Conference.

### **Finance Committee goals:**

- Secure a firm to conduct a certified financial review of NACOLE's 2014 finances.
- Establish a complete set of financial procedures, including who is responsible for establishing, conducting, and maintaining each procedure.

**Membership Development and Engagement Committee goals:**

- Increase membership by 10 percent.
- Contact potential new members by developing contacts with affinity groups and through geographic regions.
- Retain current members by continuing to add value to memberships.

**Newsletter Committee goals:**

- Publish three newsletters to include a Winter Edition, Spring Edition and Conference Wrap-Up Edition.
- Incorporate mix of academic and other articles into newsletter.
- Continue to seek a diversity of general interest news and information, technical content, and scholarly articles for the newsletter.

**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 oversight community.

**Scholarship Committee goals:**

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

**Strategic Planning Committee goals:**

- Develop a comprehensive policy and procedure manual.
- Update and publish Frequently Asked Questions (FAQs).
- Continue to reach out to and form strategic alliances with non-profits that have missions and goals that complement those of NACOLE.

**Training, Education, and Standards Committee goals<sup>14</sup>:**

- Continue to run a successful Awards program.
- Continue developing detailed oversight agency profiles.
- Plan an academic symposium for 2016.
- Host two to three regional meetings.
- Continue to provide educational webinars to those interested in information related to civilian oversight of law enforcement.
- Develop relationships with, and support the work of, scholars whose research will benefit the understanding and advancement of oversight.

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<sup>14</sup> Formerly the Professional Standards Committee.

**Website and Digital Media Committee goals:**

- Further incorporate social and digital media into NACOLE and its activities (i.e., Twitter, Facebook, and LinkedIn).
- Develop a searchable membership directory.
- Develop a searchable catalogue of civilian oversight entities with capability to map locations.
- Increase the value of the NACOLE website by enhancing content for the members-only section and enriching the resources and information on the public site.

**APPENDIX**

**Appendix A**

**NACOLE  
20th Annual Conference  
Riverside, California  
Daily Schedule**

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*Building Community, Broadening Oversight*  
The 20th Annual Conference of the  
National Association for Civilian Oversight of Law Enforcement

**Daily Schedule**

**Sunday, September 14<sup>th</sup>**

- 2:00 p.m.     **Community Forum:** *Building Community, Strengthening Partnerships*
- 6:00 p.m.     **Opening Reception**
- 8:00 p.m.     **First-Time Attendee, New Member, and Mentoring Program Gathering**
- 

**Monday, September 15<sup>th</sup>**

- 7:30 a.m.     Continental Breakfast Begins
- 8:30 a.m.     **General Session:** *Welcoming Remarks – Brian Buchner, NACOLE President*  
*Additional remarks by:*  
*The Honorable Sly James, Mayor, Kansas City, MO*  
*Alvin L. Brooks, President, Board of Police Commissioners, Kansas City, MO*  
*I. Pearl Fain, Executive Director, Office of Community Complaints, Kansas City, MO*  
*Deputy Chief Randall Hundley, Kansas City Police Department, Kansas City, MO*
- 8:45 a.m.     **General Session:** *Featured Speaker, Ronald L. Davis, Director, United States Department of Justice COPS Office*
- 10:30 a.m.    **General Session:** *How History and Politics Created Oversight: The Kansas City Story*
- 12:00 p.m.    Lunch on Your Own
- 1:45 p.m.     **Concurrent Session:** *Policing Officer-Involved Domestic Violence*
- 1:45 p.m.     **Concurrent Session:** *Legal Updates*
- 3:30 p.m.     **Concurrent Session:** *Oversight’s Role in Police Training*
- 3:30 p.m.     **Concurrent Session:** *Legal Forecast*
- 6:00 p.m.     **Scholarship Fundraiser: Dinner at Kansas City’s Own Gates Bar-B-Q**  
Please meet in the hotel lobby at 5:45 p.m. for transportation
-

## Tuesday, September 16<sup>th</sup>

- 7:30 a.m. Continental Breakfast Begins
- 8:30 a.m. **Concurrent Session:** *Planning & Prioritizing Investigations*
- 8:30 a.m. **Concurrent Session:** *Use of Force: Development of Effective, Constitutional Policies and Examining Contemporary Issues*
- 10:15 a.m. **Concurrent Session:** *How to Develop and Strengthen an Effective Oversight Agency: Lessons Learned from Small Agencies that Have Managed to Survive and Thrive*
- 10:15 a.m. **Concurrent Session:** *Suing the Police: Using Litigation Data to Enhance Police Accountability*
- 12:00 p.m. **Keynote and NACOLE Awards Luncheon: Maddy deLone, Executive Director, Innocence Project**
- 1:45 p.m. **General Session:** *International Perspectives in Oversight*
- 3:30 p.m. **Concurrent Session:** *Life Under the Consent Decree in Seattle*
- 3:30 p.m. **Concurrent Session:** *Building Community through the Kansas City Police Department Spanish Immersion Program*
- 

## Wednesday, September 17<sup>th</sup>

- 7:30 a.m. Continental Breakfast Begins
- 8:30 a.m. **Concurrent Session:** *The Challenges and Triumphs of Developing a Civilian-Led Prosecution Unit*
- 8:30 a.m. **Concurrent Session:** *On-Body Cameras: Developing the Right Policy for Your Community*
- 10:15 a.m. **Concurrent Session:** *Measuring Law Enforcement Performance*
- 10:15 a.m. **Concurrent Session:** *Mediating the Hard Cases*
- 12:00 p.m. Lunch on Your Own
- 1:45 p.m. **Concurrent Session:** *Citizen Oversight in Jails and Prisons: Common Issues in the Investigation, Monitoring and Review of Inmate Complaints and Grievances*
- 1:45 p.m. **Concurrent Session:** *Cultural Competencies: Working with LGBTQ Victims of Police Misconduct*
- 3:30 p.m. **NACOLE Annual Membership Meeting & Elections**
- 6:30 p.m. **Sankofa Reception, Kemper Museum of Contemporary Art**
-



## Thursday, September 18<sup>th</sup>

- 7:30 a.m. Continental Breakfast Begins
- 8:30 a.m. **Concurrent Session:** *How to Manage Media Interviews*
- 8:30 a.m. **Concurrent Session:** *Accountability at 2:00 AM: Oversight's Role in a Progressive Police Culture*
- 10:15 a.m. **General Session:** *Strategies to Address the Practice and Perception of Biased Policing: A Multi-Tiered Perspective*
- 11:45 a.m. Conference Concludes: *Closing Remarks – NACOLE President*
-

**Appendix B**

**NACOLE  
2014 Year-End Financial Report**

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**NACOLE**  
**Reconciliation Detail**  
 Checking, Period Ending 12/31/2014

<b>Beginning Balance</b>				<b>76,587.53</b>	
<b>Cleared Transactions</b>					
<b>Checks and Payments -27 items</b>					
Check	12/1/2014	Cameron McElhiney	X	-188.50	-188.50
Check	12/1/2014	Cameron McElhiney	X	-1,666.67	-1,855.17
Check	12/1/2014	Liana Perez	X	-833.33	-2,688.50
Check	12/1/2014	Marriott Business Svcs	X	-9,100.84	-11,789.34
Check	12/1/2014	Newman Grace	X	-500.00	12,289.34
Check	12/2/2014	Brian Corr	X	-357.70	-12,647.04
Check	12/2/2014	Intuit	X	-19.95	-12,666.99
Check	12/4/2014	PayPal	X	-17.67	-12,684.66
Check	12/4/2014	Eventbrite	X	-61.43	-12,746.09
Check	12/9/2014	Citrix	X	-366.27	-13,112.36
Check	12/9/2014	Cheryl Howard	X	-200.00	-13,312.36
Check	12/10/2014	Liana Perez	X	-296.70	-13,609.06
Check	12/10/2014	Nicholas Mitchell	X	-239.70	-13,848.76
Check	12/12/2014	PayPal	X	-121.66	-13,970.42
Check	12/16/2014	PayPal	X	-30.00	-14,400.42
Check	12/17/2014	PayPal	X	-9.85	-14,010.27
Check	12/17/2014	PayPal	X	-1.75	-14,012.02
Check	12/17/2014	Intuit	X	-5.05	-14,017.07
Check	12/22/2014	Christian Klossner	X	-424.70	-14,441.77
Check	12/22/2014	PayPal	X	-50.21	-14,491.98
Check	12/22/2014	Cameron McElhiney	X	-439.70	-14,931.68
Check	12/26/2014	Intuit	X	-6.65	-14,938.33
Check	12/26/2014	PayPal	X	-26.45	-14,964.78
Check	12/30/2014	Cameron McElhiney	X	-1,666.63	-16,631.41
Check	12/30/2014	Liana Perez	X	-833.33	-17,464.74
Check	12/30/2014	Exacta	X	-250.00	-17,714.74
Check	12/30/2014	Newman Grace	X	-150.00	-17,864.74
<b>Total Checks and Payments</b>				<b>-17,864.74</b>	<b>-17,864.74</b>
<b>Deposits and Credits - 17 items</b>					
Transfer	12/9/2014		X	200.00	200.00
Deposit	12/9/2014		X	300.00	300.00
Deposit	12/12/2014		X	3,850.00	4,150.00
Deposit	12/12/2014		X	118.14	4,268.14

Deposit	12/12/2014	X	300.00	4,568.14
Deposit	12/16/2014	X	525.00	5,093.14
Deposit	12/16/2014	X	16.11	5,109.25
Deposit	12/17/2014	X	50.00	5,159.25
Deposit	12/19/2014	X	150.00	5,309.25
Deposit	12/22/2014	X	1,600.00	6,909.25
Deposit	12/22/2014	X	5.99	6,915.24
Deposit	12/22/2014	X	42.96	6,958.20
Deposit	12/26/2014	X	200.00	7,158.20
Deposit	12/29/2014	X	1,055.00	8,213.20
Deposit	12/30/2014	X	875.00	9,088.20
Deposit	12/30/2014	X	26.85	9,115.05
Deposit	12/31/2014	X	<u>0.60</u>	<u>9,115.65</u>
Total Deposits and Credits			<u>9,315.65</u>	<u>9,315.65</u>
Total Cleared Transactions			<u>-8,549.09</u>	<u>-8,549.09</u>
Cleared Balance			<u>-8,549.09</u>	<u>68,038.44</u>
Register Balance as of 12/31/2014			<u>-8,549.09</u>	<u>68,038.44</u>
<b>Ending Balance</b>			<b><u>-8,549.09</u></b>	<b><u>68,038.44</u></b>

**NACOLE**  
**Reconciliation Detail**  
 Savings, Period Ending 12/31/2014

<b>TYPE</b>	<b>DATE</b>	<b>NAME</b>	<b>CLR</b>	<b>AMOUNT</b>	<b>BALANCE</b>
<b>Beginning Balance</b>					<b>86,060.47</b>
<b>Cleared Transactions</b>					
<b>Deposits and Credits - 1 item</b>					
Deposit	12/31/2014		X	<u>7.75</u>	<u>86,068.22</u>
	Total Deposits and Credits			<u>7.75</u>	<u>86,068.22</u>
	Total Cleared Transactions			<u>7.75</u>	<u>86,068.22</u>
Cleared Balance				<u>7.75</u>	<u>86,068.22</u>
Register Balance as of 12/29/2014				<u>7.75</u>	<u>86,068.22</u>
<b>Ending Balance</b>				<b><u>7.75</u></b>	<b><u>86,068.22</u></b>

**NACOLE**  
**Reconciliation Detail**  
 NACOLE Scholarship Fund, Period Ending 12/31/2014

Type	Date	Num	Name	Clr	Amount	Balance
<b>Beginning Balance</b>						<b>6,531.52</b>
<b>Cleared Transactions</b>						
<b>Deposits and Credits - 2 items</b>						
Transfer	12/09/2014			X	-200.00	6,331.52
Deposit	12/31/2014			X	<u>0.29</u>	<u>6,331.81</u>
	Total Deposits and Credits				<u>199.71</u>	<u>6,331.81</u>
	Total Cleared Transactions				<u>199.71</u>	<u>6,331.81</u>
Cleared Balance					<u>199.71</u>	<u>6,331.81</u>
Register Balance as of 12/31/2014					<u>199.71</u>	<u>6,331.81</u>
<b>Ending Balance</b>					<b><u>199.71</u></b>	<b><u>6,331.81</u></b>

**NACOLE**  
**Balance Sheet Previous Year Comparison**  
 As of December 31, 2014

	<u>Dec 31, 14</u>	<u>Dec 31, 13</u>
<b>ASSETS</b>		
<b>Current Assets</b>		
<b>Checking/Savings</b>		
Chase-IN	68,038.44	36,281.16
Chase Savings – IN	86,068.22	85,978.62
NACOLE Scholarship Fund	<u>6,331.81</u>	<u>3,258.34</u>
<b>Total Checking/Savings</b>	<u>160,438.47</u>	<u>125,518.12</u>
<b>Total Current Assets</b>	<u>160,438.47</u>	<u>125,518.12</u>
<b>TOTAL Checking/Savings</b>	<b>160,438.47</b>	<b>125,518.12</b>
Other Current Assets		
Pre-paid Insurance	1,580.26	
Pre-paid Meeting Expense	<u>1,000.00</u>	
<b>Total Other Current Assets</b>	2,580.26	
<b>TOTAL ASSETS</b>	163,018.73	
<b>LIABILITIES &amp; EQUITY</b>		
Equity		
Opening Bal Equity	69,628.84	69,628.84
Unrestricted (retained earnings)	47,353.98	27,959.75
Net Income	<u>46,035.91</u>	<u>27,929.53</u>
<b>Total Equity</b>	163,018.73	125,518.12
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>163,018.73</b>	<b>125,518.12</b>

**NACOLE**  
**Income Statement**  
**General Operating Accounts**  
 Twelve Month Period Ending 12/31/2014

	Jan - Dec 14
Ordinary Income/Expense	
Income	
Advertisement Income	5,900.00
Conference Registration Fees	
Daily Rate	920.00
Member EARLY	52,600.00
Member LATE	27,490.00
Non-Member EARLY	13,660.00
Non-Member LATE	19,410.00
Processing Fees	0.00
Student Early	489.00
Vendor Table	500.00
Total Conference Registration Fees	115,069.00
CLE Fees	1,750.00
Contributions	850.00
Fundraising Income	257.00
Hotel Rebate	12,812.00
Interest	95.00
Membership Dues	
Associate Member	4,775.00
Organizational Member	32,204.00
Regular Member	8,775.00
Student Member	425.00
Total Membership Dues	46,179.00*
NACOLE/ILEAA Conference	13,325.00
Seattle Symposium Registration Fees	7,922.00
<b>Total Income</b>	<b>204,159.00</b>
Expenses	
Bank Service Charge	66.00
Board Meeting Expense	255.00
<i>*Includes Pre-paid memberships from 2013 for 6 months of 2014.</i>	



Conference Expense		
Awards	577.00	
Badges	143.00	
Conference Bags	1,280.00	
Conference Binders	2,741.00	
Conference Gifts-SPEAKER	758.00	
CLE Fees	150.00	
Gratuities	250.00	
Marketing	379.00	
Meals/Events-BREAKFAST	17,688.00	
Meals/Events-BREAKS	5,322.00	
Meals/Events-LUNCHEON	8,826.00	
Meals/Events-NEW MEMBER	1,206.00	
Meals/Events-OPENING RECEPTION	10,620.00	
Meals/Events-INTERNATIONAL	0.00	
Operating Expense-AUDIO VISUAL	10,005.60	
Operating Expense-MISCELLANEOUS	515.00	
Operating Expense-POSTAGE & DEL		
Printing & Reproduction	748.00	
Speaker Expense	3,200.00	
Thumb Drives	861.00	
Total Conference Expense		65,269.60
Contractor Travel Expense		
ILEAA	358.00	
Conference	2,429.00	
Midwinter Meeting	1,149.00	
Total Contract Travel Expense		3,578.00
Contracted Labor		
Accountant/Audit	7,900.00	
Director of T&E	20,000.00	
Director of Operations	8,333.30	
Operations Coordinator	0.00	
Treasurer Assistant	0.00	
Webmaster	2,300.00	
Total Contracted Labor		38,533.30
Credit Card Fees		3,725.00
Insurance Expense		878.00
Meeting Expenses		2,837.00
ILEAA Conference Expenses		10,394.00
Newsletter Expense		3,200.00
Office Supplies		486.00

Postage & Delivery		568.00
Printing and Reproduction		1,138.00
Professional/Legal Fees		104.00
Survey Instrument		204.00
Telephone/Communication Expense		3,102.00
Misc Fundraising Exp. (T-shirts)		735.00
Marketing		300.00
Seattle Symposium Pre-Paid Printing		714.00
Website Expense		486.00
Travel Expense		
Conference Travel	14,337.00	
Midwinter Meeting Travel 2014	9,088.00	
Pre-Paid Midwinter Travel 2015	2,730.00	
Total Travel Expense		26,155.00
 Total Expense		 163,085.90
Net Ordinary Income		41,073.10

**NACOLE**  
**Income Statement**  
**Annual Conference Scholarship Fund**  
 Twelve Month Period Ending 12/31/2014

	<u>Jan - Dec 14</u>
Ordinary Income/Expense	
Income	
Scholarship Contributions	6,910.00
Interest	2.01
Total Income	6,912.01
Expense	
Bank Service Charge	0.25
Conference Registration	2,350.00
Travel Stipends	656.29
Scholarship Dinner Fundraiser	832.00
Total Expense	3,838.54
Net Ordinary Income	3,073.47
<b>Net Income</b>	<b>3,073.47</b>

### 2014 Adopted Budget v. 2014 Actuals

	2014 Adopted Budget	2014 Actuals
<b>Revenues</b>		
Advertisement Income	\$ 1,500.00	\$ 5,900.00
Conference Registration Fees	\$ 92,000.00	\$ 115,069.00
Hotel Rebate/Commission	\$ 10,500.00	\$ 12,812.00
Membership Dues	\$ 28,950.00	\$ 46,179.00
Associate	\$ 2,300.00	\$ 4,775.00
Organizational	\$ 22,000.00	\$ 32,204.00
Regular	\$ 4,500.00	\$ 8,775.00
Student	\$ 150.00	\$ 425.00
Contributions	\$ 1,100.00	\$ 850.00
CLE Income	\$ 2,500.00	\$ 1,750.00
Training Income	\$ -	\$ -
Grant Income	\$ -	\$ -
Fundraising Income	\$ 8,000.00	\$ 257.00
Interest	\$ 60.00	\$ 95.00
NACOLE/ILEAA Registration		\$ 13,325.00
Seattle Symposium Registration		\$ 7,922.00
<b>Total Revenues</b>	<b>\$ 144,610.00</b>	<b>\$ 204,159.00</b>
<b>Expenses</b>		
Bank Service Charge	\$ 50.00	\$ 66.00
Board Meeting Expense/Conference		\$ 255.00
Board Winter Meeting Expense	\$ 1,200.00	\$ 437.00
Contract Labor	\$ 37,800.00	\$ 38,533.30
Webmaster	\$ 3,000.00	\$ 2,300.00
Accounting/Auditing	\$ 5,800.00	\$ 7,900.00
Director of Training & Education	\$ 20,000.00	\$ 20,000.00
Director of Operations	\$ 10,000.00	\$ 8,333.30
Research Assistant	\$ -	\$ -
Grant Proposal	\$ -	\$ -
Consultants	\$ 2,000.00	\$ -
Contractor Travel Expense	\$ 3,975.00	\$ 3,936.00
Midwinter Meeting	\$ 625.00	\$ 1,149.00
Conference	\$ 3,350.00	\$ 2,429.00
ILEAA Travel		\$ 358.00

Credit Card Fees	\$ 2,200.00	\$ 3,725.00
Credit Card Fees ILEAA		\$ 284.00
Dues & Subscriptions	\$ -	\$ -
Grant Expense	\$ -	\$ -
Administrative	\$ -	\$ -
Consultant	\$ -	\$ -
Travel	\$ -	\$ -
Other Meeting Expenses	\$ 3,600.00	\$ 2,400.00
Newsletter Expense	\$ 3,000.00	\$ 3,200.00
Website Expense	\$ -	\$ 486.00
Insurance Expense	\$ 2,000.00	\$ 878.00
ILEAA Conference Expenses		\$ 9,650.00
Insurance Expense ILEAA		\$ 460.00
Postage & Delivery	\$ 700.00	\$ 568.00
Printing & Reproduction	\$ 500.00	\$ 1,138.00
Pre-Paid Symposium Printing		\$ 714.00
Professional & Legal Fees	\$ 104.00	\$ 104.00
Supplies - Office	\$ 700.00	\$ 486.00
Survey Tool	\$ 205.00	\$ 204.00
Marketing	\$ 500.00	\$ 300.00
Telephone & Communications Exp.	\$ 1,800.00	\$ 3,102.00
Regional Outreach Event	\$ 1,000.00	\$ -
Conference Expenses	\$ 60,345.00	\$ 65,269.60
Conference Venue Deposit	\$ -	
Opening Reception	\$ 6,000.00	\$ 10,620.00
New Member/Mentoring Gathering	\$ 500.00	\$ 1,206.00
Offsite Reception	\$ 6,000.00	
International/Founders Event	\$ 800.00	\$ -
Interpreter Expense	\$ -	\$ -
Tuesday Luncheon	\$ 7,400.00	\$ 8,826.00
Breakfast	\$ 15,120.00	\$ 17,688.00
AM Breaks/PM Breaks	\$ 7,000.00	\$ 5,322.00
Speaker Expense	\$ 3,500.00	\$ 3,200.00
Audio/Visual Expense	\$ 6,500.00	\$ 10,005.60
Conference Gifts	\$ 600.00	\$ 758.00
Other Gifts	\$ 300.00	\$ -
Awards	\$ 900.00	\$ 577.00
Gratuuity - Hotel	\$ 250.00	\$ 250.00
CLE Fees	\$ 25.00	\$ 150.00
Postage & Delivery	\$ 200.00	\$ -
Conference Marketing	\$ 250.00	\$ 379.00
Binders	\$ -	\$ 2,741.00

Bags	\$ 1,000.00	\$ 1,280.00
Printing & Reproduction	\$ 2,500.00	\$ 748.00
Badges	\$ 750.00	\$ 143.00
Thumb Drives	\$ 750.00	\$ 861.00
Miscellaneous	\$ -	\$ 515.00
Contingency	\$ 5,000.00	\$ -
Strategic Planning		
Travel - Board Only	\$ 18,917.00	\$ 26,155.00
Midwinter Meeting	\$ 7,693.00	\$ 9,088.00
Conference	\$ 11,224.00	\$ 14,337.00
Pre-Paid 2015 Mid-winter Meeting		\$ 2,730.00
Miscellaneous	\$ 500.00	
Misc Fund Raising Expense		\$ 735.00
Total Expenses	\$ 144,096.00	\$ 163,085.90
<b>Net Income</b>	<b>\$ 514.00</b>	<b>\$ 41,073.10</b>

**NACOLE 2015 ADOPTED BUDGET**

**Table A. 2015 Adopted General Operating Budget**

	<b>2015 Adopted General Operating Budget</b>	<b>Comments</b>
<b>Revenues</b>		
Advertisement Income	\$ 4,500.00	Based on 15 advertisements (21 were placed in 2014)
Annual Conference Income	\$ 146,500.00	
CLE	\$ 2,000.00	
Fundraising Host City	\$ 20,000.00	
Hotel Rebate/Commission	\$ 12,000.00	Based on \$ 20 rebate for the 600 contractual room nights at the Mission Inn
Registrations	\$ 112,500.00	250 paid registrants (Based on 250 early member registrations @ \$ 450.00)
Conference Registration Fees (Training Event)	\$ 14,500.00	75 paid registrations (Based on 50 member registrations @ \$ 250.00 and 25 non-member registrations @ \$ 350.00)
Seattle Symposium Registration	\$ 18,000.00	80 paid, early registrations
Membership Dues	\$ 33,850.00	
Associate	\$ 3,800.00	38 members @ \$ 100.00
Organizational	\$ 23,600.00	59 members @ \$ 400
Regular	\$ 6,150.00	41 members @ \$ 150.00
Student	\$ 300.00	6 members @ \$ 50.00
Contributions	\$ 1,100.00	
Grant Income	\$ -	
Interest	\$ 90.00	
<b>Total Revenues</b>	<b>\$ 218,540.00</b>	
<b>Expenses</b>		
Bank Service Charge	\$ 80.00	
Annual Conference Expenses	\$ 103,549.00	Includes Board travel, per diem, and hotel for 2015
Conference Expenses Other		
Training	\$ 14,469.00	See Table B.
Academic Symposium (Seattle)	\$ 13,360.00	See Table C.
Professional Contracts	\$ 66,000.00	

Accounting/Auditing	\$ 3,400.00	\$ 900.00 for CPA; \$ 2,500.00 for certified financial review
Director of Training & Education	\$ 44,000.00	Includes \$ 4000.00 employee withholding expenses
Director of Operations	\$ 12,000.00	
Grant Writer	\$ 2,000.00	
Legal	\$ 1,000.00	NACOLE Intellectual Property
Webmaster	\$ 3,600.00	
Consultants		
Staff Travel Expense	\$ 5,668.00	
Midwinter Meeting	\$ 2,183.00	Includes travel, hotel, per diem
Conference	\$ 3,485.00	Includes travel, hotel, per diem
Credit Card Fees	\$ 3,600.00	
Board Organizational Development	\$ 10,840.00	
Mid-Winter Meeting Travel	\$ 3,280.00	
Mid-Winter Meeting Hotel	\$ 4,380.00	
Mid-Winter Meeting Per-Diem	\$ 2,520.00	
Mid-Winter Meeting Other	\$ 660.00	
Other Meeting Expenses	\$ 3,600.00	Includes President and Board travel for outreach
Newsletter Expense	\$ 3,150.00	
Website Expense		Web domain paid through 2016
Insurance Expense	\$ 1,100.00	Insurance for individual events included in separate budgets
Postage & Delivery	\$ 700.00	
Printing & Reproduction	\$ 1,200.00	
Incorporation Fees State of MD	\$ 104.00	
Supplies - Office	\$ 700.00	
Survey Tool	\$ 205.00	
Marketing	\$ 1,000.00	
Telephone & Communications	\$ 3,000.00	
Regional Outreach Event	\$ 1,600.00	
Contingency		
Strategic Planning		
Miscellaneous		
Pre-Paid 2015 Mid-Winter Mtg.		
Total Expenses	\$ 233,925.00	
Net Income	\$ (15,385.00)	



**Table B. 2015 Other Training Events Adopted Budget**

	<b>2015 Other Training Events Adopted Budget</b>	<b>Comments</b>
<b>Revenues</b>		
Conference Registration Fees	\$ 14,500.00	58 paid registrants (Based on 23 member registrations @ \$ 250 and 25 non-member registrations @ \$ 350)
Total Revenues	\$ 14,500.00	
<b>Event-Related Expenses</b>		
Audio/Visual Expense	\$ 3,250.00	Based on the assumption that laptops and projectors will be provided by local co-sponsor
Breaks (AM/PM)	\$ 3,200.00	Coffee and tea in AM / coffee, tea, soda, and sweets in PM
Breakfast	\$ 4,050.00	Continental Breakfast (Day 1: 75, Day 2: 75) @ \$ 27/person)
Conference Bags	\$ 375.00	75 bags @ \$ 5 (plus expense for goodies)
Contract Planner Expense	\$ -	Expense associated with use of NACOLE Director of Training and Education
Credit Card Fees	\$ 519.00	Credit card fees associated with processing online registrations
Gratuities – Hotel	\$ 150.00	Tips for hotel staff
Insurance Expense	\$ 600.00	Special event insurance
Name Badges	\$ 225.00	75 badges @ \$ 3
Postage & Delivery	\$ 200.00	Cost of mailing conference materials
Printing & Reproduction	\$ 1,700.00	Printing not provided by the local host - included the printing of 75 conference binders
Miscellaneous	\$ 200.00	
Total Expenses	\$ 14,469.00	
Net Income	\$ 31.00	

**Table C. 2015 Annual Conference Adopted Budget**

	<b>2015 Annual Conference Adopted Budget</b>	<b>Comments</b>
Revenues		
Conference Registration Fees	\$ 112,500.00	250 paid registrants (Based on 250 early member registrations @ \$ 450)
Hotel Rebate/Commission	\$ 12,000.00	Based on \$ 20 rebate for the 600 contractual room nights at the Mission Inn
CLE Income	\$ 2,000.00	Based on 40 participants in CLE program, paying \$ 50/person
Fundraising Income	\$ 20,000.00	Fundraising income promised in Riverside Proposal
<b>Total Revenues</b>	<b>\$ 146,500.00</b>	
Expenses		
Conference Venue Deposit	\$ -	\$ 1000 deposit pre-paid in 2014 that will be deducted from final Convention Center invoice
Opening Reception	\$ -	Sponsored by Best, Best & Krieger
New Member/Mentoring Gathering	\$ 750.00	
Sankofa Reception	\$ 11,000.00	\$ 40/person with anticipated attendance of 275
International/Founders Event	\$ 1,200.00	Based on 50 people with the ability to bring in our own wine. May be able to bring in food.
Interpreter Expense	\$ -	
Insurance Expense	\$ 800.00	Special events insurance policy
Tuesday Luncheon	\$ 8,016.00	275 people @ \$ 29/person
Breakfast	\$ 24,667.00	Continental Breakfast (Day 1: 275, Day 2: 275, Day 3: 275, Day 4: 200) @ \$ 24/person
AM Breaks/PM Breaks	\$ 14,560.00	Coffee and tea in AM / beverage on consumption and snack in PM
Speaker Expense	\$ 3,500.00	
Audio/Visual Expense	\$ 13,000.00	**Currently waiting on confirmation from the convention center on this number**

Conference Gifts	\$ 600.00	\$ 500 donation and \$ 100 in supplies
Other Gifts	\$ 500.00	Gifts for local planning committee
Awards	\$ 900.00	2 curved glass & 1 flame award
Gratuity - Hotel	\$ 250.00	Tips for hotel staff
CLE Fees	\$ 250.00	CLE application fees (multiple states - CA, WA, and NY)
Postage & Delivery	\$ 200.00	Cost of mailing conference materials to Riverside
Conference Marketing	\$ 250.00	Marketing mailings, Marketing handouts
Bags	\$ 1,375.00	275 bags at \$ 5 (plus expense for goodies)
Printing & Reproduction	\$ 3,000.00	Printing not provided by the local host - included the printing of 275 conference binders
Badges	\$ 975.00	275 badges @ \$ 3 PLUS \$ 150 for Board members (new), past-presidents and founders
Thumb Drives	\$ 1,650.00	275 thumb drives @ \$ 6 each
Board Conference Travel	\$ 16,106.00	
Board Travel	\$ 3,780.00	
Board Hotel	\$ 8,030.00	
Board Per Diem	\$ 4,296.00	
Miscellaneous	\$ -	
Total Expenses	\$ 103,549.00	
Net Income	\$ 42,951.00	

**Table D. 2015 Academic Symposium (Seattle) Budget**

	<b>2015 Academic Symposium Adopted Budget</b>	<b>Comments</b>
Revenues		
Conference Registration Fees	\$ 18,000.00	80 Paid, early registration @ \$ 175
Total Revenues	\$ 18,000.00	
Event-Related Expenses		
Audio Expense		Equipment to be provided by Seattle University
Breakfast	\$ 900.00	Continental Breakfast for 100 attendees, advisory committee and speakers @ \$ 9
Credit Card Fees	\$ 750.00	Credit card fees associated with processing online registrations
Gratuity - Hotel	\$ 80.00	Tips for facility staff
Insurance Expense	\$ 600.00	Special event insurance
Luncheon	\$ 1,400.00	Boxed luncheon for 100 attendees, advisory committee, and speakers @ \$ 14
Marketing	\$ 750.00	Marketing and promotional items
Name Badges	\$ 300.00	100 badges @ \$ 3
Postage & Delivery	\$ 200.00	Cost of mailing conference materials to Seattle
Printing & Reproduction	\$ 100.00	Most materials will be online
Reception	\$ -	
Staff Travel	\$ 880.00	Staff support for event
Travel	\$ 7,200.00	Travel and one hotel night for 9 speakers @ \$ 800 each
Miscellaneous	\$ 200.00	
Total Expenses	\$ 13,360.00	
<b>Net Income</b>	<b>\$ 4,640.00</b>	