

NATIONAL ASSOCIATION FOR CIVILIAN OVERSIGHT OF LAW ENFORCEMENT



**ANNUAL REPORT
2014-2015**

March 31, 2016

Dear Valued Members of the NACOLE Community,

I am pleased to present NACOLE's Annual Report for September 2014 through October 2015. 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 2015 year-end financial report.

I can report that 2014-2015 was a very big year for NACOLE:

- The 21st Annual Conference in Riverside was an unquestionable success, bringing together 487 attendees—a 56 percent increase over the previous record of 312 attendees in Kansas City in 2014. Attendees represented 114 communities from 30 states, the District of Columbia, Puerto Rico, and six countries.
- NACOLE was able to bring in almost \$51,000 more in net income than budgeted for the year, largely due to the success of the Riverside conference. This will reinforce the organization's stability and sustainability and increase our capacity to support our members, offer special programs and services, and advance our mission.
- NACOLE was invited to provide testimony—both written and verbal—to President Barack Obama's Task Force on 21st Century Policing. NACOLE was also invited to provide testimony to the Federal Interagency Working Group on Local Law Enforcement Equipment, and we submitted public comment to the U.S. Commission on Civil Rights on policing practices and use of force.
- NACOLE launched its academic symposium series gathering academics and practitioners from different fields to discuss developments in police accountability and oversight, and held its inaugural event on February 6, 2015 in Seattle, Washington.
- NACOLE increased its free regional training and networking events.
- NACOLE continued its webinar series featuring interactive presentations on predictive policing and the President's Task Force on 21st Century Policing with Task Force members Tracey Meares and Sue Rahr.

We have an exciting year ahead, with big things planned. The committees are already hard at work for the 2015-2016 year, and planning is well underway for the 22nd Annual Conference in Albuquerque, New Mexico. Stay tuned!

Kind regards,



Brian Buchner
President
NACOLE

TABLE OF CONTENTS

I.	INTRODUCTION	1
II.	NACOLE MEMBERSHIP	1
III.	BOARD OF DIRECTORS AND ANNUAL ELECTIONS	1
IV.	ACCOMPLISHMENTS	1
V.	2015 YEAR-END FINANCIAL REPORT.....	7
	APPENDICES.....	9

Appendix A – NACOLE 2015 Year-End Balance Sheet

Appendix B – NACOLE History and General Information

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. MEMBERSHIP

NACOLE has been steadily increasing its membership in recent years. As of October 31, 2015, NACOLE had 188 members, which included 68 organizational members, 48 regular members, 48 associate members, six student members, and 18 life members, and comprising nearly 1,000 individuals. This represented a **26% increase** over 2013-2014 membership levels!

For some additional context, in 2011-2012, NACOLE had 104 members; in 2012-2013 it had 125 members; and in 2013-2014 it had 149 members, which included 57 organizational members, 36 regular members, 31 associate members, seven student members, and 18 life members.

III. BOARD OF DIRECTORS AND ANNUAL ELECTIONS

The 2014-2015 Board, elected at the 2014 Annual Membership Meeting, consisted of: President Brian Buchner; Vice-President Ainsley Cromwell; Treasurer Avice Evans Reid; Secretary Karen Williams; Immediate Past President Ilana Rosenzweig; and Directors Brian Corr, Joyce Hicks, Christian Klossner, Nicholas Mitchell, Dawn Reynolds, and Mark Smith.

The 2015-2016 Board, elected at the 2015 Annual Membership Meeting, consists of: President Brian Buchner; Vice-President Ainsley Cromwell; Treasurer Avice Evans Reid; Secretary Karen Williams; Immediate Past-President Ilana Rosenzweig¹; and Directors Kelvyn Anderson, Brian Corr, Christian Klossner², Nicholas Mitchell, Dawn Reynolds, and Mark Smith.

IV. ACCOMPLISHMENTS

The association accomplished a great deal this year, including hosting a successful 21st Annual Conference; testifying before the President’s Task Force on 21st Century Policing; and launching its academic symposium series.

¹ Ilana Rosenzweig resigned on October 21, 2015. As outlined in the By-laws, the Board selected Don Casimere, NACOLE Founder, to fill Ms. Rosenzweig’s unexpired term as immediate past president.

² Christian Klossner resigned on October 28, 2015. As outlined in the By-laws, the Board appointed Margo Frasier, Police Monitor in Austin, Texas, to fill Mr. Klossner’s unexpired term.

Record-breaking 21st Annual Conference

The 2015 Annual Conference, *Many Roads to Reform*, was a success on many fronts. This year's conference provided significantly more content and sessions and impressive growth in attendance. This growth came in a year of increased attention on police misconduct and greater calls for police accountability. While the annual conference has been growing for several years, this year we had 487 attendees—a 56% increase over the previous record of 312 attendees in Kansas City in 2014. Attendees represented 114 communities from 30 states, the District of Columbia, Puerto Rico, and six countries. This growth mirrored the growth in the content, with 29 different sessions featuring 103 speakers, and with a significant number of entities working in and around civilian oversight sending three or more people for training. The numbers are just part of the story. Among the nearly 500 attendees, there were people from the expanding community of civilian oversight practitioners, community activists working to establish and enhance oversight, academics and researchers, elected officials, federal attorneys, police officers, union members, and policy experts from the United States and abroad.

We were honored to have as our keynote speaker Vanita Gupta, Principal Deputy Assistant Attorney General and head of Civil Rights at the U.S. Department of Justice. Her presence was an important recognition of the critical role that NACOLE and oversight practitioners play in promoting constitutional policing, and her remarks were a clarion call for renewed vigor as we work to improve policing in the 21st century – and as we work to build bridges that will restore relationships between police and the communities they serve.

Thank you to the Annual Conference Co-Chairs, Brian Corr and Christian Klossner; the Annual Conference Committee; the NACOLE Board of Directors and staff; and the numerous volunteers who contributed to its success.

President's Task Force on 21st Century Policing

On December 18, 2014, President Barack Obama signed an Executive Order establishing the Task Force on 21st Century Policing.³ The Task Force sought to identify best practices and make recommendations to the President on how policing practices can promote effective crime reduction while building public trust and examine, among other issues, how to foster strong, collaborative relationships between local law enforcement and the communities they protect.

On December 30, 2014, NACOLE was invited to provide written testimony on the topic of building trust and legitimacy for consideration by the Task Force. The written testimony was prepared by NACOLE President Brian Buchner; past presidents Philip Eure, Kathryn Olson, and

³ The Task Force was co-chaired by Commissioner Charles Ramsey, Philadelphia Police Department (Retired), and Dr. Laurie Robinson, Professor, George Mason University. The Task Force members included: Cedric L. Alexander, Jose Lopez, Tracey L. Meares, Brittany N. Packnett, Susan Rahr, Constance Rice, Sean Smoot, Bryan Stevenson, and Roberto Villaseñor. Ron Davis, Director of the COPS Office, served as Executive Director of the Task Force.

Ilana Rosenzweig; and current Board member Mark P. Smith. Additionally, NACOLE members LaDoris Cordell and Michael Gennaco and NACOLE past presidents Barbara Attard and Sue Quinn provided letters in support of civilian oversight and NACOLE.

Subsequently, NACOLE President Brian Buchner was invited to testify before the Task Force on the topic of civilian oversight during its Policy and Oversight Listening Session in Cincinnati, Ohio, on January 30, 2015. Mr. Buchner testified alongside Chief of the Los Angeles Police Department Charlie Beck and Darius Charney, a senior staff attorney at the Center for Constitutional Rights in New York City.

On May 18, 2015, the Task Force released its Final Report to the President. Importantly, the Task Force recommended "some form of civilian oversight is important in order to strengthen trust with the community." (See Recommendation 2.8) This was the first time that the federal government, or a commission or task force on its behalf, has specifically recommended civilian oversight. The Task Force also recommended two follow-up action items to expand the federal government's research agenda to include civilian oversight and to expand the mandate of the U.S. Department of Justice's COPS Office to include civilian oversight. (See Action Items 2.8.1 and 2.8.2) Click [here](#) to read the final report.

NACOLE Academic Symposium Series

NACOLE launched its academic symposium series on February 6, 2015 in Seattle, Washington. This series was established to encourage multi-disciplinary research on issues related to police oversight, and to build relationships between scholars, law enforcement professionals, oversight practitioners, and the community. NACOLE partnered with the Seattle University School of Law and Criminal Justice Department to host the inaugural event in this new series. The first symposium, entitled *Moving Beyond Discipline: The Role of Civilians in Police Accountability*, examined developments in civilian-led accountability measures that operate outside of the misconduct investigation and review process, and was filled to capacity. Local and national presenters included: Jonathan Smith, then-Chief of the Special Litigation Section of the U.S. Department of Justice Civil Rights Division; Sue Rahr, Director of the Washington State Criminal Justice Training Commission; Samuel Walker, recognized specialist on police accountability; and Roger Goldman, police licensing and licensing revocation expert. Select papers were also published in a special symposium edition of the peer-reviewed journal *Criminal Justice Policy Review*.⁴ The symposium series reflects NACOLE's interest in encouraging more evidence-based research about oversight practices. Special thanks are given to the NACOLE co-chairs of the event, Kathryn Olson and Kimberly Hendrickson.

⁴ NACOLE/CJPR Special Issue: Moving Beyond Discipline—The Role of Civilians in Police Accountability, Published online before print, July 2015. Link to the online articles from the Special Issue here: <http://cjp.sagepub.com/content/early/recent> (Accessed on March 31, 2016).

Regional Meetings

To increase training and networking opportunities for its members and supporters, NACOLE held three regional training and networking events in 2015. Each of the three events was free for anyone to attend.

- On March 4, 2015, the Northern California Regional Forum convened and discussed topics including body cameras, effective outreach, policies related to crowd control, and fair and impartial policing. Thank you to Mark Smith and the staff of the Bay Area Rapid Transit Authority (BART) Office of the Independent Police Auditor for partnering with NACOLE on this event.
- On April 7, 2015, NACOLE partnered with Akron Independent Police Auditor Phillip Young to host a regional training and networking event in Akron, Ohio. The Akron event focused on on-body cameras and their importance in building community trust. Thank you to Phil Young and the City of Akron for supporting this event.
- On April 27, 2015, the City of St. Petersburg, Florida convened a regional training and networking event. Attendees discussed topics including the state of the field of civilian oversight, oversight in the Southeast, the politics of oversight, tools for successful oversight, and body cameras. Thanks go to Lendel Bright and the staff of the Civilian Police Review Committee for partnering with NACOLE on this event.

Supporting the Creation of Civilian Oversight

NACOLE played a key role in helping to establish civilian oversight in Memphis, Tennessee; Sonoma County, California; and St. Louis, Missouri. In Memphis, NACOLE worked closely with the Mid-South Peace and Justice Coalition to craft a draft ordinance for a Citizens Law Enforcement Review Board, which was ultimately adopted. NACOLE Board member Avice Reid, who works across the state in Knoxville, and Director of Operations Liana Perez also provided input into the process.

NACOLE also provided critical feedback on the draft ordinance to establish the Civilian Oversight Board in St. Louis. The fight to establish civilian oversight in St. Louis goes back 30 years, and NACOLE recognized the two City Aldermen – Terry Kennedy and Antonio French – who were successful in getting the ordinance passed, which was subsequently signed into law by Mayor Francis Slay.

Finally, Brian Buchner, as well as Joyce Hicks, Mark Smith, and Jayson Wechter, participated in the public process to inform the creation of oversight in Sonoma County.

Other Accomplishments

NACOLE was invited to submit recommendations to President Obama's Local Law Enforcement Equipment Working Group. Established by Executive Order on January 16, 2015, the Working Group was tasked with identifying actions that federal agencies can take to improve federal grants and programs that provide equipment to state and local enforcement agencies. The

Working Group is co-chaired by the Secretary of Defense, the Attorney General, and the Secretary of Homeland Security, and its membership includes the Secretary of the Treasury; the Secretary of the Interior; the Secretary of Education; the Administrator of General Services; the Director of the Domestic Policy Council; the Director of the Office of National Drug Control Policy; the Director of the Office of Management and Budget; the Assistant to the President for Intergovernmental Affairs and Public Engagement; the Assistant to the President for Homeland Security and Counterterrorism; and the Assistant to the President and Chief of Staff of the Office of the Vice President.

On June 19, 2015, NACOLE submitted public comment to the U.S. Commission on Civil Rights for its Briefing on Police Practices and Use of Force, held on April 20, 2015 in New York City. The U.S. Commission on Civil Rights is an independent, bipartisan agency charged with advising the President and Congress on civil rights matters. The briefing was a chance for the Commission to hear from experts concerning current police tactics, training, and field implementation to help identify practices that could avoid deadly confrontations.

At the invitation of the American Bar Association Center for Human Rights, NACOLE President Brian Buchner traveled to Vietnam to participate in a workshop for Vietnamese prosecutors and law enforcement personnel hosted by the United Nations Development Programme on implementation of the Convention Against Torture. Specifically, Mr. Buchner spoke about his experience investigating police misconduct, and discussed best practices for implementing Vietnam's duty to investigate and prosecute under the Convention Against Torture. He participated in a two-day workshop in Ho Chi Minh City, and he gave talks and held meetings across the country with judges and lawyers, business leaders, police academy classes in Ho Chi Minh City and Hanoi, and community members and activists.

NACOLE continued its efforts to work with community-based efforts to establish or improve oversight processes, including in Boston, Massachusetts; Fairfax County, Virginia; and Pasadena, California. NACOLE spoke out on behalf of communities such as Oxnard, California; Portsmouth, Virginia; and Syracuse, New York, as well as in support of organizations like the NAACP and ACLU, to advocate for stronger oversight and increased police accountability. NACOLE also continued its practice of reaching out to communities following police-involved incidents, including in North Charleston, South Carolina, to offer its assistance. These efforts are fundamental to the mission of NACOLE, and they underscore the positive contributions made by the association, its Board of Directors and staff, and members in communities across the nation.

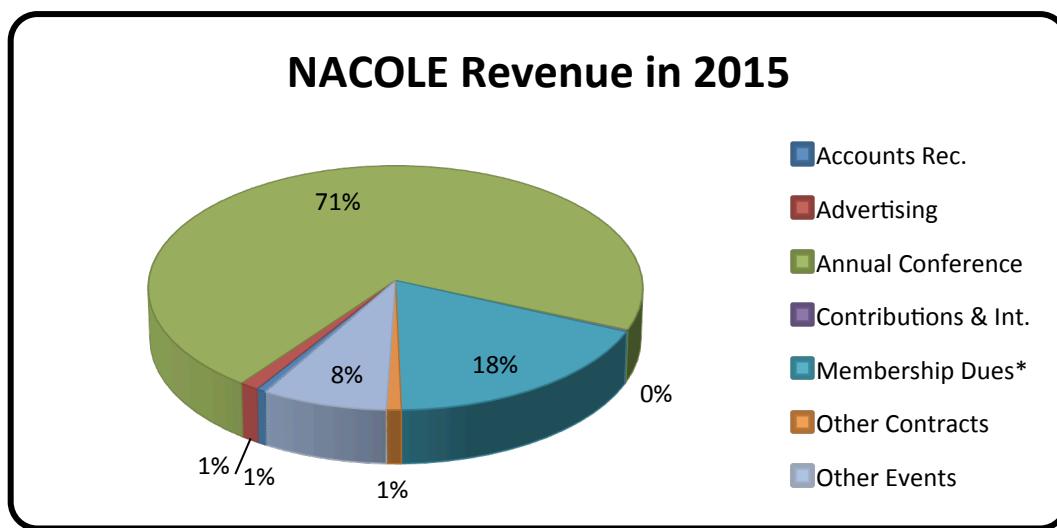
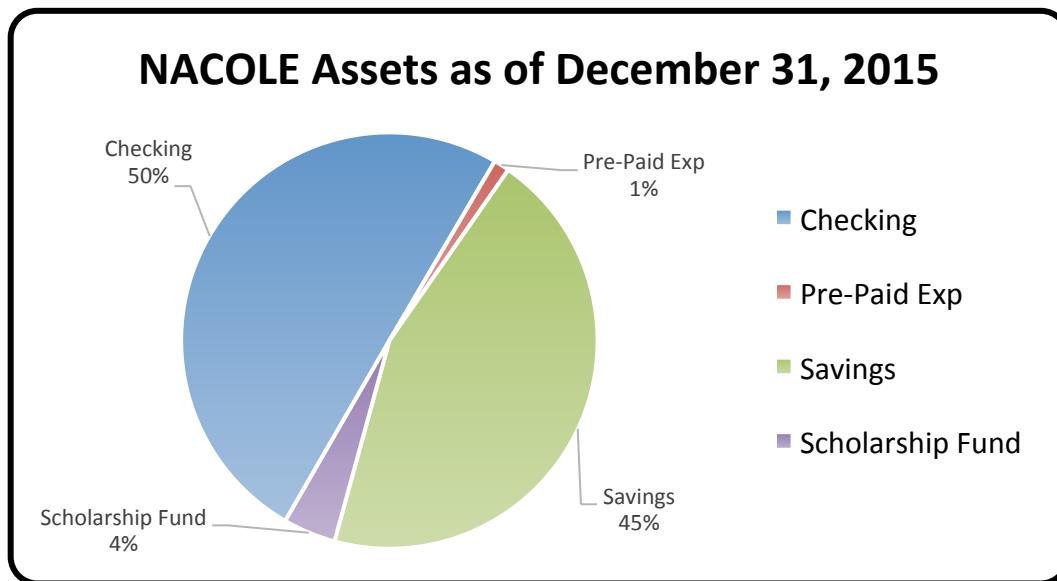
Also this past year, NACOLE and the Innocence Project announced their mutual support for each other's work and pledged to collaborate to prevent wrongful convictions and improve police practices. The Innocence Project works to correct and prevent the wrongful conviction and imprisonment of innocent people. Both organizations also engage in advocacy to improve the overall fairness and accuracy of the criminal justice system. The important partnership and collaboration between NACOLE, its members, and the Innocence Project, including the entire Innocence Network, will move the nation toward a fairer and unfailing criminal justice process.

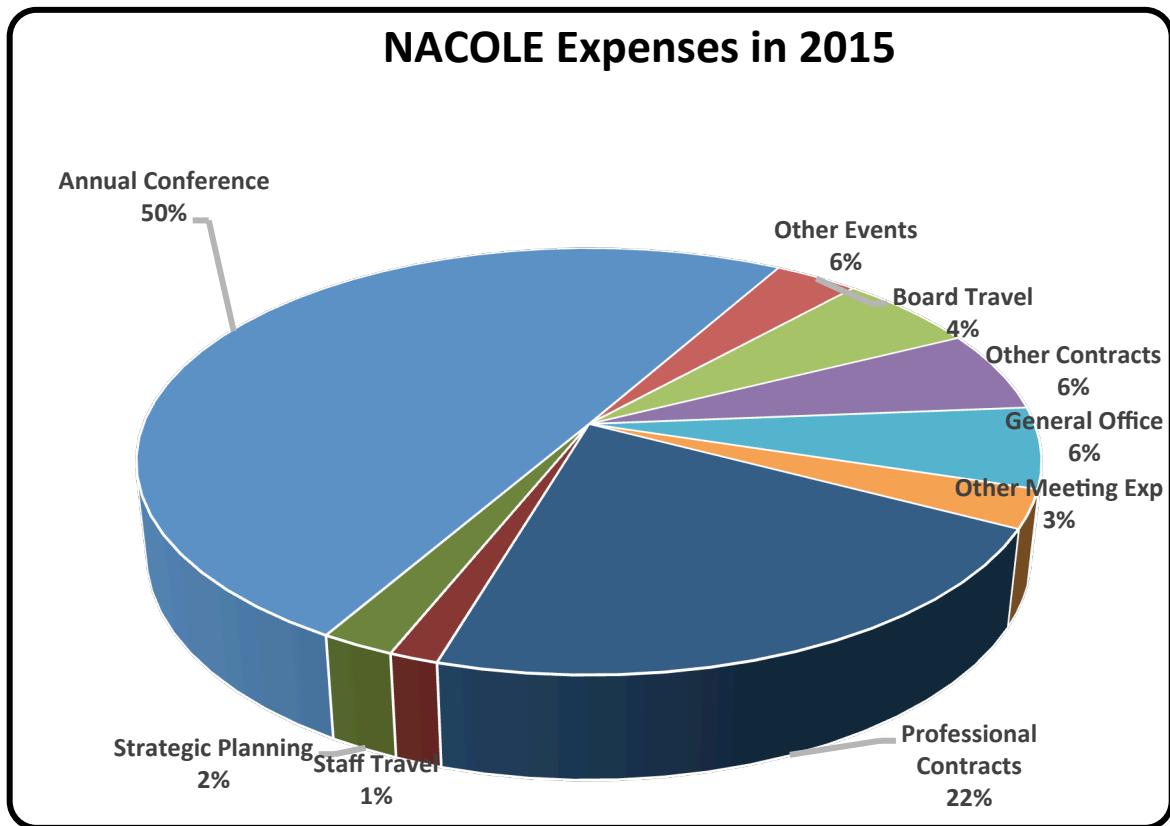
Click [here](#) to read more about the NACOLE and Innocence Project partnership, as well as to read NACOLE's resolution to improve police legitimacy and community-police relations through the prevention of wrongful convictions.

Finally, in July of 2015, the NACOLE Board, with input from the Minneapolis Office of Police Conduct Review, updated the NACOLE Code of Ethics, expanding the "Respectful and Unbiased Treatment" section to be more inclusive, as well as to emphasize the importance of treating everyone with dignity and respect. The updated section now reads as follows: "Treat all individuals with dignity and respect, and without preference or discrimination including, but not limited to: age, ethnicity, citizenship, color, culture, race, disability, gender, gender identity, gender expression, housing status, marriage, mental health, nationality, religion, sexual orientation, socioeconomic status, or political beliefs, and all other protected classes." Click [here](#) to read the full NACOLE Code of Ethics.

[This space intentionally left blank.]

VI. **2015 YEAR-END FINANCIAL REPORT**





APPENDICES

NACOLE
Balance Sheet Previous Year Comparison
As of December 31, 2015

	<u>Dec 31, 15</u>	<u>Dec 31, 14</u>
ASSETS		
Current Assets		
Checking/Savings		
Chase Checking	96,890.70	68,038.44
Chase Savings	86,144.11	86,068.22
NACOLE Scholarship Fund	<u>7,891.77</u>	<u>6,331.81</u>
Total Checking/Savings	<u>190,926.58</u>	<u>160,438.47</u>
Total Current Assets	<u>190,926.58</u>	<u>160,438.47</u>
Other Current Assets		
Pre-paid Insurance	525.26	1,580.26
Pre-paid Travel	1,893.59	1,000.00
Eventbrite	<u>(53.11)</u>	<u> </u>
Total Other Current Assets	<u>2,365.74</u>	<u>2,580.26</u>
TOTAL ASSETS	<u>193,292.32</u>	<u>163,018.73</u>
LIABILITIES & EQUITY		
Liabilities		
Deferred Revenue	(7,921.48)	0
Direct Deposit	(1,352.56)	0
Payroll Liability	<u>1,788.26</u>	0
Total Liabilities	<u>(7,485.77)</u>	
Equity		
Opening Bal Equity	69,628.84	69,628.84
Unrestricted (retained earnings)	76,415.57	47,353.98
Net Income	<u>54,733.68</u>	<u>46,035.91</u>
Total Equity	<u>200,778.09</u>	<u>163.018.73</u>
TOTAL LIABILITIES & EQUITY	<u>193,292.32</u>	<u>163,018.73</u>

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.

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.⁵ IACOLE's leaders, a number of which remain involved in oversight today, helped establish oversight offices across the country and around the world.

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,

⁵ The date of IACOLE's dissolution is unclear.

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 are: Donald Casimere, Clyde B. Davis, Felicia Davis, James L. Johnson, Robin Lolar, Malvina Monteiro, Brian C. Reeder, and Larna Spearman. Donald Casimere 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. He is currently serving as Immediate Past President on the NACOLE Board of Directors to complete the remainder of Ilana Rosenzweig’s unexpired term as immediate past president. A number of 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 potential 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 22nd Annual Conference, being a leader in the national dialogue on police oversight, and serving as the “go to” source for oversight information and resources.

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. ⁶ , Los Angeles, California
2010	Philip Eure, Washington, DC
2010-2012	Kathryn Olson, Seattle, Washington
2012-2013	Ilana Rosenzweig, Chicago, Illinois
2013-present	Brian Buchner, Los Angeles, California

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 a Board-appointed Secretary and Treasurer.

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

⁶ 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.

of the year.⁷ Board meeting agendas and minutes are available in 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 is elected by the membership and has reflected 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 Board met immediately after the 2014 elections, held monthly telephone conference meetings, held its mid-winter meeting in January 2015, and met again prior to the 2015 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 2014-2015 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.

The 2014-2015 committees were as follows⁸:

Annual Conference Committee

The Annual Conference Committee plans, coordinates, and oversees the development and implementation of a comprehensive, informative, and inclusive Annual Conference program; assists with local, regional, and national planning efforts which includes, but is not limited to marketing, outreach, and fundraising initiatives; ensuring a diversity of speakers and perspectives are represented in the annual conference program; and providing logistical support before, during, and after the annual conference.

⁷ A Board year runs from the elections held at one annual conference to the elections held at the subsequent annual conference.

⁸ 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.

The 2014-2015 Annual Conference Committee members included Co-Chairs Brian Corr and Christian Klossner and members Brian Center, Wendy Gamble, Bill Harrison, Robin Jackson, Nicole Junior, Simone Levine, Camelia Naguib, Dale Roberts, Deborah Walker, Jayson Wechter, Carlos Weeden, and Noemi Zamacona. The local host committee included Jane Adams, Frank Hauptmann, Robin Jackson, Joe Ortiz, Phoebe Sherron, Bobby Taylor, and Dale Williams.

Elections and Bylaws Committee

The Elections and Bylaws Committee's responsibilities and duties are described under Article VII, Section B of the organization's Bylaws. The committee also receives inquiries regarding changes in the Bylaws and prepares and distributes draft bylaws amendments to the Board of Directors and members.

The 2014-2015 Elections and Bylaws Committee members included Chair Ainsley Cromwell and members William Harrison, Joyce M. Hicks, Robin Lolar, Christian Klossner, and Charles Reynolds.

Finance Committee

The Finance Committee prepares the draft budget for review by the Board of Directors, analyzes funding and budget issues that may surface during the year, reviews the association's financial position monthly, drafts financial policies and procedures, and makes recommendations to the Board of Directors for resolving any financial issues. The Treasurer shall be a member of the Finance Committee but shall not be the chair.

The 2014-2015 Finance Committee members included Chair Ainsley Cromwell and members Pearl Fain, Avice Reid, and Dawn Reynolds.

Membership Development and Engagement Committee

The Membership Development and Engagement Committee supports NACOLE's current members, endeavors to increase membership, and receives and responds to inquiries regarding new memberships. The Committee works with members to develop means for greater involvement and enhanced communication between the board and the membership throughout the year and to increase the number and diversity of NACOLE members engaged in the work of the organization. The Committee also oversees the Mentoring Program and assists in organizing the New Member, First-Time Attendee, and Mentoring Program Open House at NACOLE's annual conference.

The 2014-2015 Membership Development and Outreach Committee members included Co-Chairs Joyce M. Hicks and Mark P. Smith, and members George Anthony, Eddie Aubrey, Lendel Bright, Nicole Junior, Pamela King, Deborah Walker, and Maceo Williams.

Newsletter Committee

The Newsletter Committee coordinates the publication of the NACOLE Review, the association's newsletter. In that capacity, the Committee solicits content, selects, drafts, and edits article submissions, gives final approval of the newsletter, oversees the day-to-day implementation of the contract between the association and the publisher, and coordinates/oversees the distribution of the newsletter.

The Newsletter Committee members included Chair Karen Williams and members Willie Burton and Loan Le.

President's Executive Advisory Committee

The President's Executive Advisory Committee includes, but is not limited to, NACOLE founders, Past Presidents, and civilian oversight executives and leaders in the field. The Committee supports the President in his or her capacity as the presiding officer of the association, offers guidance on critical issues and sensitive matters affecting the Board of Directors, membership, or the association, and provides general support for the President in implementing their vision and goals.

The President's Executive Advisory Committee included Chair Brian Buchner and members Merrick Bobb, Don Casimere, Eduardo Diaz, Philip Eure, Michael Gennaco, James Johnson, Robin Lolar, Kathryn Olson, Sue Quinn, Brian Reeder, Charles Reynolds, and Larna Spearman.

Scholarship Committee

The Scholarship Committee coordinates, develops, and raises funds for the NACOLE Annual Conference Scholarship Fund. The Committee reviews scholarship applications and recommends scholarship recipients to the Board of Directors. The Committee also supports the Training, Education, and Standards Committee and Annual Conference Committee's marketing and outreach efforts related to scholarships and fundraising opportunities at the annual conference, as well as other training events held throughout the year.

There were eight Annual Conference Scholarship recipients for the 21st Annual Conference: Lynn Erickson, Deborah Jacobs, Torin Jacobs, Aisha Miles, Marielle Moore, Richard Olquin, Olga Orraca, and Melissa Smith. Additionally, NACOLE raised a total of \$9,102.00 for the scholarship fund last year.

The 2014-2015 Scholarship Committee members included Chair Ilana Rosenzweig and members Robert Barton, Ines Vargas Fraenkel, Robin Jackson, Les Mensinger, Sharmaine Moseley, Karen Williams, and Sacheen Yates.

Strategic Planning Committee

The Strategic Planning Committee conducts ongoing strategic assessments of the association, within the context of the association's mission and goals, so that it can be responsive to the needs of its membership and always advance the principles and practice of civilian oversight.

The 2014-2015 Strategic Planning Committee members included Co-Chairs Avice Reid and Dawn Reynolds and members Denise Hatchell, Janna Lewis, Joey Lipari, Ellen LoCurto-Martinez, and Ursula Price.

Training, Education, and Standards Committee

The Training, Education, and Standards Committee works to design and coordinate the association's training and educational programming efforts, which include regional training workshops, academic symposia, and webinars but excludes the Annual Conference.

The 2014-2015 Training, Education, and Standards Committee members included Chair Ilana Rosenzweig and members Scott Ando, Cristina Beamud, Ainsley Cromwell, Chief Chet Epperson, Margo Frasier, Robin Hammer, Walter Katz, Kathryn Olson, and Phil Young.

Website and Digital Media Committee

The Website and Digital Media Committee oversees day-to-day implementation of the organization's contract with the webmaster, coordinates with the Training, Education, and Standards Committee as well as other committees; revises and updates website content and resources; and manages and administers the email Listserv and social media accounts.

The 2014-2015 Website and Digital Committee members included Chair Nicholas E. Mitchell and members Kelvyn Anderson, Gabriel Scott Dean, Walter Katz, Sharmaine Moseley, and Jayson Wechter.

NACOLE STAFF

NACOLE is fortunate to have two dedicated and hard-working individuals on staff: Cameron McEllhiney, Director of Training and Education, and Liana Perez, Director of Operations.

Ms. McEllhiney 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. This past year, after working as a contractor for NACOLE since 2005, Ms. McEllhiney became NACOLE's new Director of Training and Education, and its first full-time employee. As the Director of Training and Education, Ms. McEllhiney 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.

Ms. Perez is the former Independent Police Auditor in Tucson, Arizona, having been 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. As the Director of Operations, Ms. Perez assists the President, Board of Directors, and Ms. McEllhiney with the day-to-day operations of the organization.