

ANNUAL REPORT

2015 –
2016



A report of the National Association for Civilian Oversight of Law Enforcement describing 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.

May 15, 2017

Dear Valued Members of the NACOLE Community,

I am pleased to present NACOLE's Annual Report for September 2015 through October 2016. 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 2016 year-end financial report.

During that year, NACOLE has seen growth in membership, training programs, and requests for assistance and guidance from both established and new oversight entities, the media, scholars, and others looking for information and guidance on oversight. Some of the highlights and accomplishments for 2015-2016 included:

- NACOLE held another successful Annual Conference in Albuquerque, New Mexico, that attracted 462 attendees from 32 states and 115 cities. Additionally, we had attendees from Canada, New Zealand, South Africa, Jamaica, Mexico, Puerto Rico, Colombia, and the Dominican Republic.
- NACOLE ended the 2016 fiscal year with a net income of \$76,470 due to the success of the annual conference and other program outreach and grant-funded projects that diversified our ability to provide support and resources for our members as well as other organizations seeking our assistance.
- NACOLE was awarded nearly \$400,000 in a two-year grant from the U.S. Department of Justice Office of Community Oriented Policing Services (COPS), Community Policing Development (CPD) program for research on best practices in civilian oversight and development of an online toolkit and a local needs assessment guide to support the growing field of oversight, and to implement one of the recommendation of the Task Force on 21st Century Policing.
- NACOLE continued to build on its academic symposium series by holding events in Washington, DC and New York City.
- NACOLE, in partnership with the Office of Justice Programs Diagnostic Center, published a report assessing the strengths and weaknesses of various models of civilian oversight.
- NACOLE completed a formal Strategic Planning process, guided by a professional facilitator and built on engagement with and input from our membership and other key stakeholders.
- NACOLE continued to support the work of both existing and emerging oversight models through projects in Baltimore and in Mexico City, Mexico.

Our Board members, staff and committee members remain committed to the mission and values of NACOLE as we plan our next annual conference in Spokane, WA, implement the recommendations from the Strategic Planning process, and complete our work on special projects. We sincerely appreciate the support and dedication of our members as we work towards another successful year of accomplishments!

Regards,

A handwritten signature in black ink that reads "Brian Corr". The signature is written in a cursive, flowing style.

Brian Corr, President

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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. MEMBERSHIP

NACOLE has continued to grow, and as of October 31, 2016, the membership stood at 201 members representing 32 states, plus Washington DC and Puerto Rico, and five other countries: Australia, Canada, Jamaica, Mexico, and Singapore. The breakdown of those members by category is: 74 organizational, 56 regular, 47 associate, five student, and 19 life members – a 7% increase over 2014-2015 membership levels.

III. BOARD OF DIRECTORS AND ANNUAL ELECTIONS

The 2015-2016 Board consisted of: President Brian Buchner; Vice-President Ainsley Cromwell; Treasurer Avice Evans Reid; Secretary Karen Williams; Past President Don Casimere; and Directors Brian Corr, Nicholas Mitchell, Dawn Reynolds, Mark Smith, Margo Frasier, and Kelvyn Anderson.

The 2016-2017 Board, elected at the 2016 Annual Membership Meeting, consists of: President Brian Corr; Vice-President Kelvyn Anderson¹, Treasurer Margo Frasier; Secretary Karen Williams; Immediate Past-President Brian Buchner; and Directors Nicholas Mitchell, Dawn Reynolds, Mark Smith, Susan Hutson, Walter Katz, and Anthony Finnell.

IV. ACCOMPLISHMENTS

NACOLE had a successful and productive year, in terms of: direct services to our members; outreach and support for creation of oversight; and building organizational infrastructure and planning for future growth. NACOLE has only been able to do this because of our skilled and dedicated staff (two full-time and one part-time!), and the eleven Board members and dozens of committee members who work as volunteers and contribute tremendous amount of time, energy, and talent.

Another Successful Annual Conference

Each year our membership and other stakeholders come together at NACOLE’s annual conference for training, community building, and to strengthen the field of civilian oversight in the U.S and in countries across the globe. Both the conferences and the field of oversight have grown significantly in the last few years, and the conference continues to exceed our expectations in terms of attendance, content, discussions, and vision.

¹ Kelvyn Anderson resigned on January 31, 2017. As outlined in the By-laws, the Board appointed Margo Frasier to fill the remaining term of Vice-President and appointed Janna Lewis to fill the remainder of Margo Frasier’s unexpired term

The 2016 NACOLE Annual Conference brought together 462 attendees, representing: 32 U.S. states and 115 U.S. cities, as well as Canada, New Zealand, South Africa, Jamaica, Mexico, Puerto Rico, Colombia, and the Dominican Republic. We also increased the number of sessions and offered three “tracks” to meet the diverse needs of conference attendees. A new fourth track devoted specifically to civilian oversight of corrections was added. These included topics such as jail safety and models of corrections oversight. Other sessions on policing and police oversight focused on: de-escalation; technology and open data; monitoring protests; legitimacy and procedural justice; policy analysis; police use of force; consent decrees and the role of the Department of Justice; working with community stakeholders; crisis intervention team training; restoring public trust; and juvenile justice reform.

Many thanks are due to the Annual Conference Committee and its co-chairs, Karen Williams and Margo Frasier; the Local Conference Committee in Albuquerque; the NACOLE Board of Directors and staff; and the numerous volunteers who contributed to its success.

NACOLE Academic Symposium Series

Interest in the NACOLE Academic Symposium Series also continues to grow. Beginning with our inaugural event on February 6, 2015 in Seattle, Washington, the symposia were developed to encourage multidisciplinary research on police oversight issues, and to build relationships between scholars, law enforcement professionals, oversight practitioners, and the broader community.

On December 4, 2015, NACOLE partnered with the David A. Clark School of Law at the University of the District of Columbia in Washington, D.C., to organize its second symposium, *Looking Toward the Future of Civilian Oversight*, with featured speaker Eric Washington, Chief Judge for the District of Columbia Court of Appeals. Distinguished local and national presenters covered a range of topics, including: *Why Does Police Accountability Matter?*, *Community Oversight of the Police*, *The Emerging Role of (Big) Data in Police Oversight Reform*, and *the Future of Civilian Oversight*.

On April 22, 2016 NACOLE held its third symposium in conjunction with the John Jay College of Criminal Justice in New York City, NY. Once again, our attendance was at capacity with heightened interest on the topic of *Building Public Trust: Generating Evidence to Enhance Police Accountability & Legitimacy*, with featured speaker Tom Tyler, Macklin Fleming Professor of Psychology at Yale Law School. Attendees were inspired by the presentations from a group of esteemed academics and practitioners from across the country.

NACOLE is currently in the planning phase for our next symposium to be held at the Arizona State University Center for Violence Prevention and Community Safety on June 12, 2017 in Phoenix. For more information visit our website at www.nacole.org.

Regional Meetings

NACOLE's Regional Training Meetings, which we started in 2015, have been well received and in high demand by our membership. We have also attracted attendees from communities seeking support and knowledge on best practices, new and emerging issues, and local networking opportunities. NACOLE held four regional training and networking events in 2016. Each event was free and open to the public and covered current and emerging issues, as well as topics highlighted by the regional host.

- On April 7, 2016, NACOLE held our first regional meeting of the year in **Oakland, California** in partnership with the Oakland Civilian Police Review Board. Approximately 70 attendees from the Bay Area and other cities throughout the U.S. participated in training and discussion surrounding the theme, *Profiling: Developing a Mechanism to Identify, Quantify, and Investigate Profiling Allegations against Police.*
- On May 13, 2016, we held our second regional meeting of the year in **San Juan, Puerto Rico** in partnership with the ACLU of Puerto Rico. Approximately 113 attendees from Puerto Rico and the continental U.S. participated in training sessions centered on the theme *"Independence, Transparency, and Accountability in Policing: Establishing Effective External Oversight Mechanisms."*
- On October 14, 2016, the third regional meeting was held in **Baltimore, Maryland** in partnership with the Baltimore Office of Civil Rights and Wage Enforcement and supported by a grant from Open Society Institute-Baltimore. NACOLE brought together experts in the field of civilian oversight and approximately 100 attendees to discuss with ways to strengthen civilian oversight of the Baltimore Police in the wake of the Department of Justice's investigation into the Baltimore Police Department. After the meeting, NACOLE produced a report outlining the challenges, the methods for improvement discussed, and the path forward.
- On November 14, 2016, NACOLE held its last regional event in **St. Louis, Missouri** in partnership with the St. Louis Civilian Review Board. Approximately 116 attendees from St. Louis and other cities in the Midwest participated in training sessions and roundtable discussions centered on the theme *"Civilian Oversight of Law Enforcement: A Road to Building Community Trust."*

Supporting the Creation of Civilian Oversight

Throughout this last year, NACOLE Board members and staff have assisted numerous agencies in support of their mission and work by: attending community meetings and events; organizing regional meetings; writing letters of support to elected officials; and providing interviews to local media in support of the challenging work of oversight. NACOLE is also a recognized expert on civilian oversight internationally. With funds from a contract with the U.S. Department of State, NACOLE's Director of Training & Education Cameron McElhiney, Director of Operations Liana Perez, and Past President Eduardo Diaz conducted a three-day workshop in Mexico City for several local advocacy organizations and local and national police executives. Topics included: Principles and Objectives of Oversight of Law Enforcement; External Oversight Standards; Complaint Process; Monitoring and Evaluation Metrics; and Mechanisms of Police Accountability with Police and Government Authorities.

Other Accomplishments

In May 2016, NACOLE submitted a grant application to the U.S. Department of Justice Office of Community Oriented Policing Services (COPS), Community Policing Development (CPD) program as part of its effort to implement the recommendations of the President's Task Force on 21st Century Policing. The grant is to do the research to develop a Civilian Oversight Best Practices and Local Needs Assessment & Decision Making Guide, including an online toolkit to be developed over the course of two years. On October 1, 2016, the COPS Office notified NACOLE that we were awarded the grant in the amount of \$397,723.00.

NACOLE has long recognized the needs of communities seeking advice and expertise on best practices and guidance to establish new oversight entities or re-structure existing ones, far outweighs our physical and financial resources. NACOLE is regularly asked to provide assistance through written documents, site visits, and letters of support to local leaders and elected officials. This is the first undertaking of a project of this magnitude for NACOLE and we are fully committed to making it a success. Funding from the grant has allowed us to hire a full-time Research Associate, as well as subcontracting the nonprofit Police Foundation for data collection and site visits. Special recognition goes to Past President Brian Buchner, who has championed this work and was instrumental in drafting the grant application.

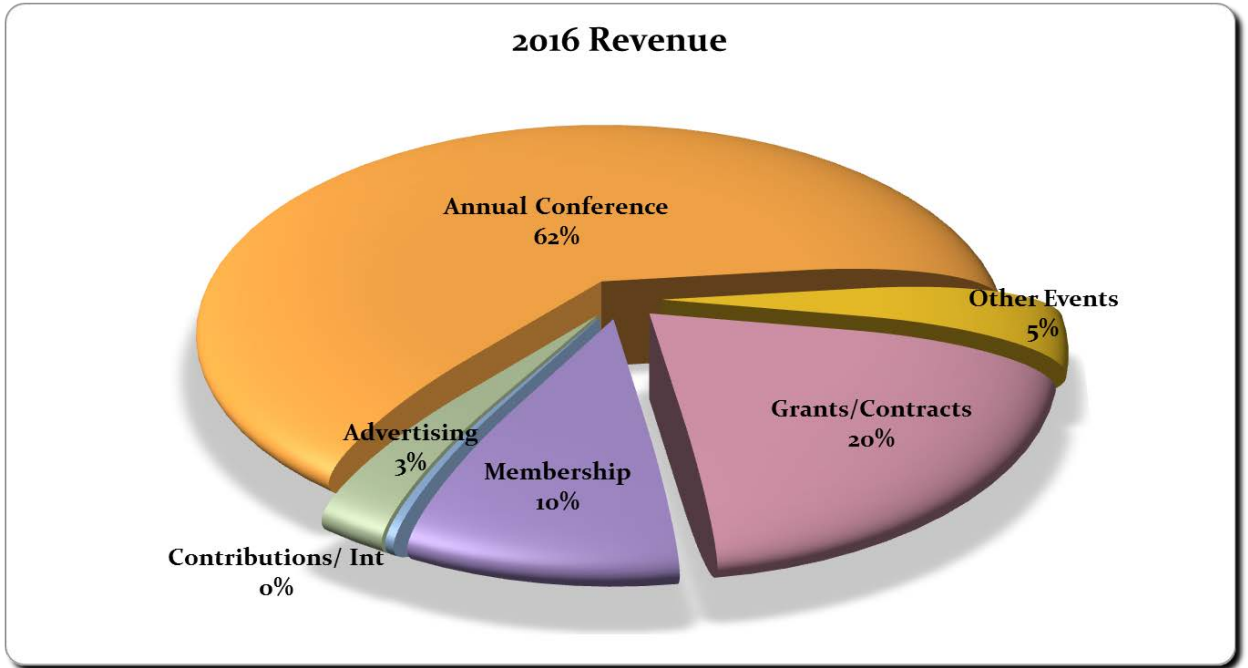
- **In September 2015, NACOLE embarked on a year-long strategic planning process employing the professional services of the Improve Group and guided by the Strategic Planning Committee.** The process entailed a critical review of where we have been as an association and where we envision ourselves in 2020. Through online surveys and in-person interviews of members, non-members, academics, and practitioners of oversight, we presented a Strategic Planning Summary to our membership at the 2016 annual conference. Implementation of the recommendations is well underway by various NACOLE committees, and we will report our progress at the 2017 Annual Conference in Spokane.
- **In partnership with the Office of Justice Programs Diagnostic Center, NACOLE completed another grant-funded project that entailed research assessing the strengths and weaknesses of various models of civilian oversight.** Data collected from 97 oversight entities across the country was used as the foundation for the report. NACOLE would like to recognize the work of Joseph De Angelis, Richard Rosenthal, and Brian Buchner who collected and analyzed the data and drafted the report which serves as a valuable resource tool for new and emerging oversight agencies.
- **The Training, Education & Standards Committee undertook a major review and changes to enhance our Certified Practitioner of Oversight (CPO) Program.** As of January 1, 2017, to qualify for certification, a participant must receive a minimum of 45 credit hours of NACOLE-certified training and attend two annual NACOLE conferences within three consecutive years. In addition, participants are required to read two items from the approved reading list. All certification requirements must be completed in a three-year period.

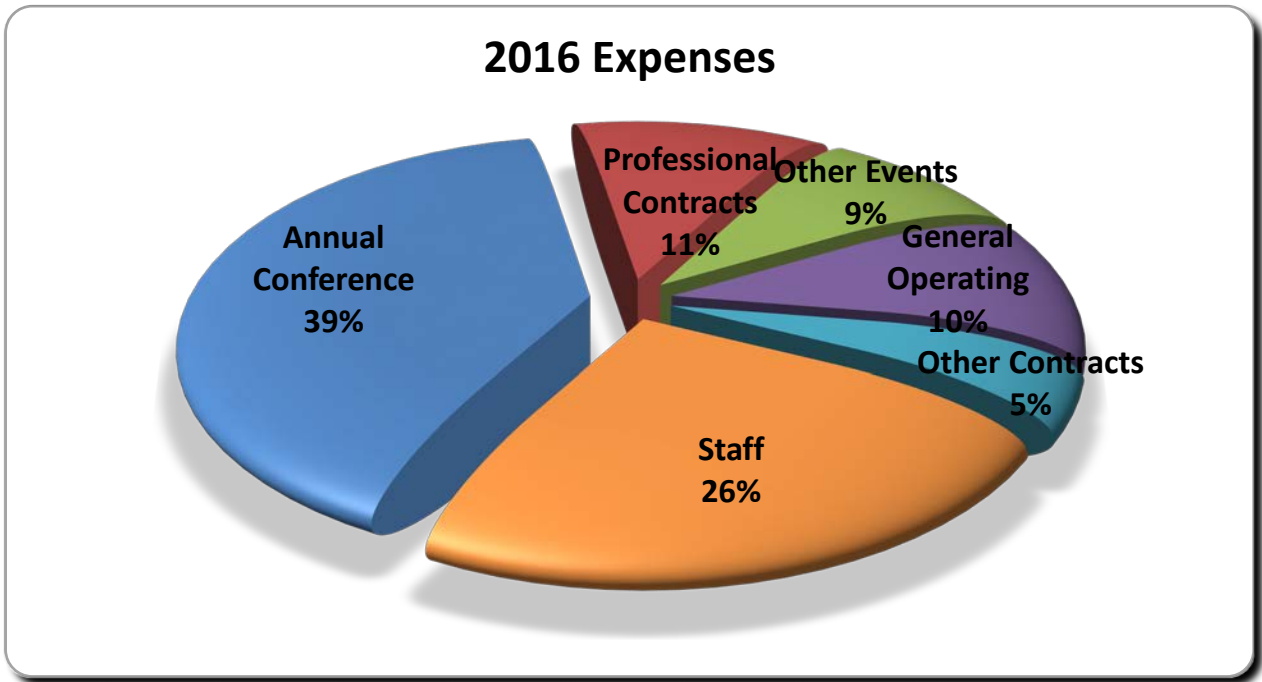
After the initial certification, participants can maintain their CPO status by receiving no less than 30 credit hours of NACOLE certified training and attending a minimum of one annual NACOLE Conference within the following three-year period. Those seeking to maintain their certification will also be required to read two additional entries from the approved reading list during this time. Because of the increased volume of training and educational opportunities provided by NACOLE, as of January 1, 2017, certain webinars, symposiums, and regional meetings offered by NACOLE will be recognized as qualifying credit hours.

Currently there are 50 Certified Practitioners of Oversight and another 128 individuals in the program actively working on certification.

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VI. 2016 YEAR-END FINANCIAL REPORT





APPENDICES

NACOLE
Balance Sheet Previous Year Comparison
As of December 31, 2016

	<u>Dec 31, 16</u>	<u>Dec 31, 15</u>
ASSETS		
Current Assets		
Chase Checking	65,682.25	96,890.70
Chase Savings	163,674.84	86,144.11
NACOLE Scholarship Fund	<u>8,862.56</u>	<u>7,891.77</u>
Total Checking/Savings	<u>238,219.65</u>	<u>190,926.58</u>
Total Current Assets	<u>238,219.65</u>	<u>190,926.58</u>
Other Current Assets		
Pre-paid Insurance	525.26	525.26
Pre-paid Meeting Expense	1,700.00	1,893.59
Eventbrite	10.04	(53.11)
Pre-paid Travel	<u>3,129.18</u>	<u>0.00</u>
Total Other Current Assets	5,364.48	2,365.74
TOTAL ASSETS	243,584.13	193,292.32
LIABILITIES & EQUITY		
Liabilities Misc. Expense	(11.00)	0.00
Deferred Revenue	(8,400.00)	(7,924.48)
Direct Deposit	.45	(1,352.56)
Payroll Liability	<u>2,043.94</u>	<u>1,788.26</u>
Total Liabilities	(6,366.61)	(7,485.77)
Equity		
Opening Bal Equity	69,628.84	69,628.84
Unrestricted (retained earnings)	101,071.10	76,415.57
Net Income	<u>79,250.80</u>	<u>54,733.68</u>
Total Equity	249,950.74	200,778.09
TOTAL LIABILITIES & EQUITY	243,584.13	193,292.32

NACOLE MISSION AND GOALS

The mission of NACOLE is to enhance fair and professional law enforcement that is responsive to community needs. The Association does this by working to enhance accountability and transparency in policing and build community trust through civilian oversight of law enforcement.

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 led directly to 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. IACOLE's leaders, a number of whom 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

⁵ The date of IACOLE's dissolution is unclear.

meetings to discuss oversight in the U.S. and the need for a national organization. They continued their discussion throughout the year. In April 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 brings 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 demonstrated tremendous courage and commitment to civilian oversight of law enforcement in a time where the very concept was contested and the future of the field was in doubt, 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. 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 emails 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 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 23rd Annual Conference, being a leader in the national dialogue on police oversight, and serving as the national leader and source for oversight information and resources.

Roster of NACOLE Presidents

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, D.C.
2009	André Birotte, Jr. ⁶ — Los Angeles, California
2010	Philip Eure — Washington, D.C.
2010-2012	Kathryn Olson — Seattle, Washington
2012-2013	Ilana Rosenzweig — Chicago, Illinois
2013-2016	Brian Buchner — Los Angeles, California
2016-Present	Brian Corr — Cambridge, Massachusetts

NACOLE BOARD OF DIRECTORS AND CONDUCT OF BUSINESS

NACOLE operates with an 11-member, all-volunteer Board of Directors consisting of: the President, Vice-President and eight at-large members, all elected by the membership at the Annual Conference; along with the Immediate-Past President. NACOLE’s executive officers consist of the President, Vice-President, Immediate Past-President, as well as two Board members appointed by the Board to serve as 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, several Board members have experience with numerous models of oversight.

The Board met immediately after the 2015 elections, held monthly telephone conference meetings, held its mid-winter meeting in January 2016, and met again prior to the 2016 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 2015-2016 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 2015-2016 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 2015-2016 Annual Conference Committee members included Co-Chairs Karen Williams and Margo Frasier and members Elisabeth Albert, Cathleen Beltz, Linda Bernard, Lendel Bright, Gianina Irlando, Robin Jackson, Tess Mullarkey, Byron Norris, Damon Scott, Constantin Severe, John Torres, and Catharine Wright. The local host committee included Edward Harness, CPOA Executive Director; Amanda Bustos, CPOA Community Engagement Specialist; Joanne Fine, Police Oversight Board Member; and Rev. Dr. David Z. Ring III, Police Oversight Board Member

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 2015-2016 Elections and Bylaws Committee members included Chair Avice Reid and members William Harrison, Joyce M. Hicks, Charles Reynolds, George Anthony, Pearl Fain, Wendy Gamble, Crista Noel, and Nancy Vaughn.

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 2015-2016 Finance Committee members included Co-chairs Ainsley Cromwell and Don Casimere and members Pearl Fain, Avice Evans Reid.

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 2015-2016 Membership Development and Outreach Committee members included Chair Dawn Reynolds, and members Elisabeth Albert, Lendel Bright, Candance Carpenter, Catherine Crosby, Kate Eves, Denise Hall, Sharon Kidd, Minty Longearth, Linda Peterson, Damon Scott, Jayson Wechter, and Sherry 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 Co-Chairs Kelvyn Anderson and Mark Smith and members Loan Le, Marielle Moore, and Karen Williams.

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 for 2015-2016 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 ten Annual Conference Scholarship recipients for the 22nd Annual Conference: Amy Cruice, Gwyn Troyer, Robert West, Rachel Gandy, Andrea Headley, Bennett Stein, Shaun Clark, Aldin Lolic, Julie Ramos, and Aaron Zisser. Additionally, NACOLE raised a total of \$9,102.00 for the scholarship fund last year.

The 2015-2016 Scholarship Committee members included Chair Mark Smith, and members Ellen Dolese, Ed Harness, Les Mensinger, Stacey Nelson, and Lori White.

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 2015-2016 Strategic Planning Committee members included Chair Brian Corr, and members Pamela Davis-Drake, Anthony Finnell, Deborah Jacobs, Joseph Lipari, and Leonard Waites.

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 2015-2016 Training, Education, and Standards Committee members included Co-Chairs Ainsley Cromwell and Nick Mitchell, and members Kisha Brown, Matt Buttice, Lisa Carter, Michael Grady, Bobby Hawkins, Walter Katz, Janna Lewis, Maureen Obie, Julie Ruhlin, Catherine Twigg, Deborah Walker, 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 2015-2016 Website and Digital Committee members included Chair Kelvyn Anderson and members Eddie Aubrey, Catherine Crosby, and David Rozen.

NACOLE STAFF

NACOLE is fortunate to have three dedicated and hard-working individuals on staff:

- Cameron McElhiney, Director of Training and Education
- Liana Perez, Director of Operations
- Michael Vitoroulis, Research Fellow

Cameron 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. Ms. McElhiney became NACOLE’s new Director of Training and Education, and its first full-time employee in 2015. 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 and special projects. She also provides support to the Annual Conference Committee, the Local 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.

Liana Perez is the former Independent Police Auditor for the City of Tucson and was the Director of the City of Tucson's Office of Equal Opportunity Programs for over 17 years. She was the City of Tucson's first Independent Police Auditor, entrusted with establishing the office and creating effective oversight for the community. Upon her retirement in 2014, she chose to continue her work in the field of civilian oversight as a contractor for NACOLE. She has been a member of NACOLE for over twenty years, served on the Board of Directors from 2003-2006 and again from 2010-2012. Ms. Perez assists the President, Board of Directors, and Ms. McElhiney with the day-to-day operations of the organization.

Michael Vitoroulis serves as NACOLE's research fellow focused specifically on the U.S. Department of Justice COPS Office-funded project to develop a civilian oversight best practices report and local needs assessment and decision making guide. He comes to NACOLE following an internship with the Social Science Research Council's Measure of America program, assembling and analyzing largescale datasets on a variety of social indicators, focused on metropolitan regions and marginalized communities. Prior to that, he served as a research assistant in both the Department of Sociology and the Department of Economics at Sarah Lawrence College where he worked on a variety of social justice-related inquiries.