

Daily Schedule and Session Summaries

2017 Annual NACOLE Conference: Civilian Oversight in a Changing Landscape

Sunday, September 10th

1:30 p.m. – 3:00 p.m.	<i>Civilian Oversight in a Changing Landscape: An Introduction to NACOLE, Civilian Oversight, and the Path Ahead</i>
3:15 p.m. – 5:00 p.m.	<i>Proactive Civilian Oversight: Meeting the Needs of Our Communities</i>
6:30 p.m. – 8:30 p.m.	Opening Reception: <i>Join fellow attendees at the Davenport Grand as we kick off the 23rd Annual Conference</i>

Monday, September 11th

8:30 a.m. – 9:00 a.m.	Welcoming Remarks		
	Current & Emerging Issues		
9:00 a.m. – 10:30 a.m.	<i>The Work to Establish Independent Oversight in Spokane, Washington</i>		
10:45 a.m. – 11:45 a.m.	<i>Keynote Speaker: Pete S. Holmes, City Attorney, Seattle, Washington</i>		
12:00 p.m. – 1:30 p.m.	Lunch on Your Own		
	TRACK I 21st Century Policing (Concurrent Session)	TRACK II Impact & Effectiveness (Concurrent Session)	TRACK III Current & Emerging Issues (Concurrent Session)
1:30 p.m. – 3:00 p.m.	<i>Transparency in Policing and Oversight: Shedding Light Gives a Clearer Picture</i>	<i>Building & Growing an Oversight Policy Analysis Unit: Lessons from the Field</i>	<i>Legal Updates: Legal Decisions Shaping & Affecting Civilian Oversight</i>
3:15 p.m. – 4:45 p.m.	<i>Outreach & Engagement with Vulnerable Communities</i>	<i>Evaluating Police Use of Force and Tactics</i>	<i>Championing Mental Health Practices in Policing and Review of Police Complaints</i>
6:30 p.m. – 8:30 p.m.	NACOLE Annual Conference Scholarship Fundraising Dinner: <i>Join us at Nectar, located in downtown Spokane, for an evening of fun, food, and fundraising for the Annual Conference Scholarship Fund. Additional Ticket Purchase Required.</i>		

Tuesday, September 12th

	TRACK I 21st Century Policing (Concurrent Session)	TRACK II Impact & Effectiveness (Concurrent Session)	TRACK IV Correctional Oversight (Concurrent Session)
8:30 a.m. – 10:00 a.m.	<i>Implementing Legitimacy and Procedural Justice in Policing: Challenges, Lessons, and the Way Forward</i>	<i>Two Years with Body Worn Cameras: Lessons Learned</i>	<i>What Does Effective Corrections Oversight Look Like?</i>
10:15 a.m. – 11:45 a.m.	<i>Changing the Narrative: The Importance of a Trauma-Informed Approach to Policing</i>		
12:00 p.m. – 1:30 p.m.	Networking Luncheon: <i>Connect with friends and colleagues within the oversight community. A boxed lunch will be provided. Additional ticket purchase is required.</i>		
1:30 p.m. – 3:00 p.m.	<i>Preventing Misconduct and the Importance of Decertification of Law Enforcement and Corrections Officers</i>	<i>Addressing Officer Use of Force in the 21st Century</i>	<i>Women Behind Bars: Oversight Challenges of a Unique and Growing Prison Population</i>
3:15 p.m. – 4:45 p.m.	<i>Police Accountability in an Uncertain Time: Different Models of Improved Oversight</i>	<i>Conducting Criminal Investigations of Police Uses of Force</i>	<i>Oversight of Mental Health and Segregation in Jails and Prisons</i>
5:00 p.m. – 6:30 p.m.	<i>Trauma, Compassion & Resiliency: A Roundtable Discussion</i>		

Wednesday, September 13th

	TRACK I 21st Century Policing (Concurrent Session)	TRACK II Impact & Effectiveness (Concurrent Session)	TRACK III Current & Emerging Issues (Concurrent Session)
8:30 a.m. – 10:00 a.m.	<i>Police Early Intervention Systems: The State of the Art</i>	<i>Leveraging Relationships with Internal Affairs to Improve Police Accountability</i>	<i>Building an Oversight Agency: Lessons Learned from Campaign to Launch</i>
10:15 a.m. – 11:45 a.m.	<i>Safeguarding the LGBTIQ Community</i>		<i>Transforming Civilian Oversight at the Ballot Box</i>
12:00 p.m. – 1:30 p.m.	Lunch on Your Own		
1:30 p.m. – 3:00 p.m.	<i>Collective Bargaining & Police Oversight</i>	<i>Auditing of a Police Agency for Accountability</i>	<i>Prosecuting Officer Involved Shootings and In-Custody Deaths: Can They be Effectively Done in America?</i>
3:15 p.m. – 5:00 p.m.	NACOLE Annual Membership Meeting and Elections		
6:30 p.m. – 8:30 p.m.	Sankofa Dinner and Awards Ceremony <i>Featured Speaker: Brandon Fox, Former Assistant United States Attorney for the Central District of California</i>		

Thursday, September 29th

	TRACK III Current & Emerging Issues (Concurrent Session)
8:30 a.m. – 10:00 a.m.	<i>Organizational Transformation of Law Enforcement Agencies through the DOJ COPS Collaborative Reform Technical Assistance Program</i>
10:15 a.m. – 11:45 a.m.	<i>Building Community Trust</i>
11:45 a.m. – 12:00 p.m.	Closing Remarks

Please note this schedule is subject to change.

Color Legend

- 21st Century Policing
- Impact and Effectiveness
- Current & Emerging Issues Track
- Correctional Oversight Track



Sunday, September 10th

Civilian Oversight in a Changing Landscape: An Introduction to NACOLE, Civilian Oversight, and the Path Ahead

Current and Emerging Issues

General Session 1 | 1:30 p.m. – 3:00 p.m.

The *Sankofa* symbol – a bird flying forward, with its head turned backwards while carrying its own precious egg in its mouth – appears frequently in the traditional art of the Akan people of Ghana, and represents the need to respect, reflect on, and honor the past in order to build a successful future. In the Twi language of the Akan people, the literal translation of the word “*sankofa*” is “go back and get it” – metaphorically meaning that we must know from whence we have come to effectively move forward into the future. This concept has been a basis for the work that those in civilian oversight have done and continue to do.

With this in mind, speakers will focus on how in the past few years we have witnessed the country embrace the concepts of civilian oversight. Even more importantly, oversight continues to evolve from being embraced primarily as a reaction to incidents of police misconduct to being proactive and preventative.

In the spirit of *Sankofa*, this panel will discuss both the history of civilian oversight and NACOLE, and how we move forward with a newly structured Department of Justice and with – for many – apprehension about what the future holds. It will discuss the continued need for oversight and start the discussion of what must be done to ensure its survival.

Attendees will leave with a common knowledge of the history of civilian oversight, its strengths and weaknesses, and an understanding of the networking available and our potential strength when we all work together.

Speakers:

- Donald Casimere, Founder, NACOLE, Pinole, CA
- Cameron McElhiney, Director of Training & Education, NACOLE, Indianapolis, IN
- Michael Vitoroulis, Research Fellow, NACOLE, Brooklyn, NY

Proactive Civilian Oversight: Meeting the Needs of Our Communities

Current and Emerging Issues

General Session 2 | 3:15 p.m. – 5:00 p.m.

Historically, civilian oversight was created and has been practiced as a response to a specific, controversial police action and the perception that police departments were not capable of policing themselves effectively. In most communities, especially communities of color, this action and reaction mode of practice leads to distrust in law enforcement – and oversight and public safety is compromised. Reactive oversight agencies struggle to address the needs of communities when there is not constant, consistent, and collaborative work to keep law enforcement accountable.

Recently, some jurisdictions have begun to practice oversight proactively and intentionally engage communities for feedback and support of their missions. Building on the previous session, this facilitated discussion will help attendees to address some of the most important questions for an oversight agency to consider in their work with community leaders and organizations focused on police accountability. The questions posed to participants will include:

- How can oversight agencies effectively incorporate community feedback and collaboration in their work?
- How can oversight agencies learn about the needs and expectations of diverse communities and what are strategies to effectively respond to these needs?
- What strategies are most effective at engaging the community in times of crisis? In times of complacency?
- What strategies can be used for oversight to effectively collaborate with communities to increase trust and public safety?

Facilitators will guide breakout groups for concrete discussions about ways to meet community expectations and address community concerns about oversight and law enforcement accountability. These discussions will be documented and reported back to the larger group. Attendees will be invited to help create a guide to assist oversight agencies to better collaborate with diverse communities and help empower community members to support and participate in civilian oversight in their jurisdictions.

Facilitators:

- Michael Acuna, Community and Youth Facilitator, Bridging the Gap, Denver, CO
- Gianina Horton, Youth Project Coordinator, Office of the Independent Monitor, Denver, CO
- Gia Irlando, Community Relations Ombudsman, Office of the Independent Monitor, Denver, CO
- Hassan Naveed, Director of Outreach, Office of the Inspector General for the NYPD, New York, NY

Open House to Welcome Conference Attendees

Davenport Grand Hotel | 6:30 p.m. – 8:30 p.m.

Please join us as we welcome attendees to the 23rd Annual NACOLE Conference. At 7:00 p.m. welcoming remarks will be made by the NACOLE Board of Directors and members of the greater Spokane community.

In addition, NACOLE will kick-off its efforts to raise funds for scholarships to the 2018 Annual Conference. During the remarks, we will auction off a ticket to the Scholarship Fundraising Dinner and a Spokane Gift Basket which will include items crafted in Spokane and the surrounding area. Attendees will also be invited to begin bidding on this year's silent auction items. Bidding for the Silent Auction will be open until 8:00 p.m. on Wednesday, September 13.

This is excellent opportunity to meet other conference attendees and network, and learn more about NACOLE and its activities. We hope to see you there!

Monday, September 11th

Continental Breakfast

7:30 a.m. – 9:00 a.m.

Opening Remarks

General Session | 8:30 a.m. – 9:00 a.m.

Opening remarks will be given by Brian Corr, President of the National Association for Civilian Oversight of Law Enforcement (NACOLE). Additional remarks will be given by the following:

- The Honorable David A. Condon, Mayor, Spokane, WA
- Commissioner Al French, Spokane County Commission, Spokane, WA
- Sheriff Ozzie Knezovich, Spokane County Sheriff's Department, Spokane, WA
- Chief Craig Meidl, Spokane Police Department, Spokane, WA

In addition, the Annual Gift in honor of our conference speakers will be presented to the YWCA of Spokane, an organization that works daily to empower women and children and is also working with local partners to become a community resource for issues of racial and social justice.

The Work to Establish Independent Oversight in Spokane, WA

Current and Emerging Issues

General Session 3 | 9:00 a.m. – 10:30 a.m.

Communities around the country have increasingly called for more accountability, transparency, and oversight of their law enforcement agencies. Activism, governmental action, research, scholarship, and practical efforts have created a number of mechanisms to develop best practices and to establish oversight that meet the needs of communities. The foundation of these best practices are improving public trust, ensuring an accessible complaint process, thorough and fair investigations, transparency, and deterrence of police misconduct.

Even with the work noted above, the struggle to create independent, effective oversight remains real. This panel will explore the two different models of oversight established in the City of Spokane and Spokane County. Spokane has struggled for nearly a decade to enact civilian oversight reforms in the wake of a 2006 tragedy that led to federal criminal charges against Spokane police officers. Despite overwhelming public support for independent oversight, the goal has proven to be difficult to reach even after voters amended the city's charter to compel independence. This panel will discuss the challenges faced in establishing independence for the oversight agencies.

Speakers:

- Breean Beggs, City Council Member, District 2, Spokane, WA
- Deb Conklin, Chair, Ombudsman Commission, Spokane, WA
- Leon Covington, Spokane Police Faith Alliance, Spokane, WA
- Ozzie Knezovich, Sheriff, Spokane County Sheriff's Department, Spokane, WA
- Bart Logue, City of Spokane Ombudsman, Spokane, WA
- Craig Meidl, Chief of Police, Spokane Police Department, Spokane, WA

Moderator:

- Kathryn Olson, Principal, Change Integration Consulting LLC, Seattle, WA

Pete Holmes, City Attorney, City of Seattle, Washington

Current and Emerging Issues

Keynote Speaker | 10:45 a.m. – 11:45 a.m.



Pete Holmes, now in his second term as Seattle City Attorney, is the only elected city attorney in the State of Washington. He supervises an office of about 100 lawyers and 85 legal professionals as Seattle’s misdemeanor prosecutor and, under the City Charter, has sole supervisory control of all City litigation.

Pete has long been an advocate for police reform. Shortly after taking office, he ended a decades-long practice of outsourcing the defense of officers to a private law firm. Officers now are ably represented by in-house police action attorneys, as well as outside counsel when conflicts arise. The City’s defense of Section 1983 civil rights claims in the Western District of Washington is ongoing even as the Seattle Police Department (SPD) works with a federal court monitor to end unconstitutional policing practices documented by the U.S. Justice Department in a 2011 investigation, pursuant to a pending consent decree. Pete was appointed in 2002 by City Council as an original member of SPD’s first civilian oversight body, the Office of Professional Accountability Review Board, and served as chair from 2003 to 2008.

As City Attorney, Pete has worked to make Seattle municipal government more transparent. He was appointed to the State Sunshine Committee by Governors Gregoire and Inslee. On the national front, Pete is proud to be a founding member of Prosecutors Against Gun Violence and Law Enforcement Leaders to Reduce Crime and Incarceration, and is a longtime member of the National Association for Civilian Oversight of Law Enforcement.

Before his election, Pete worked as a business litigation attorney in Seattle for almost 25 years. He graduated from Yale College in 1978 with a B.A. degree in American Studies, concentrating in Energy and Environmental Sciences. He worked for the Natural Resources Defense Council in Washington, D.C. before entering the University of Virginia School of Law, where he earned his J.D. in 1984.

Lunch on Your Own

12:00 p.m. – 1:30 p.m.

Transparency in Policing and Oversight: Shedding Light Gives a Clearer Picture

21st Century Policing

Concurrent Session 4 | 1:30 p.m. – 3:00 p.m.

Public access to information about law enforcement and oversight agencies often affects public perception of and confidence in those agencies. For example, the withholding of police shooting videos in Chicago intensified the already significant distrust of the police department and city government. The attention of both the media and community activists has become focused on the barriers to public access to police disciplinary records that are mandated by legislation and by collective bargaining agreements. Public perception is often that the police are “circling the wagons” to avoid disclosure of information about misconduct and discipline, and civilian oversight agencies are looked to for greater transparency.

However, an oversight agency’s ability to provide information is often limited by those same barriers, having a negative impact its effectiveness and diminishing the public’s confidence in oversight. California is an example of several states with “law enforcement bill of rights” legislation that shields police personnel records – including information about individual investigations and disciplinary actions – from public view. Many supporters of oversight believe this diminishes public confidence in oversight.

This session will address how a police or oversight agency’s ability (or inability) to make its records accessible to the public impacts its overall effectiveness. It will contrast the situation in communities with restrictions similar to those in California with communities with greater public access, and will describe successes and failures in achieving increased transparency.

Panelists:

- Kona Shen, Co-Founder, My90, Sunnyvale, CA
- Michael Tobin, Executive Director, Office of Police Complaints, Washington, DC
- Lori White, Executive Director, Citizens Police Complaint Office, Indianapolis, IN

Moderator:

- Jayson Wechter, Former Civilian Oversight Investigator and Former NACOLE Board Member, San Francisco, CA

Building & Growing an Oversight Policy Analysis Unit: Lessons from the Field

Impact & Effectiveness

Concurrent Session 5 | 1:30 p.m. – 3:00 p.m.

Over the years, there have been notable efforts to develop training standards and national guidelines for police monitors and other staff working in law enforcement oversight agencies. This includes NACOLE’s Certified Practitioner of Oversight (CPO) Credential Program, and the Police Assessment Resource Center’s 2008 publication that established National Guidelines for Police Monitors. These resources are invaluable to the field, especially for police monitors and others working in an investigatory capacity. However, there is limited guidance on the necessary qualifications of and training standards for policy analysts in oversight. Further, there

are few established protocols for how policy staff operate within an oversight agency, and how they can conduct analyses and reporting that will affect change in law enforcement and corrections policy, training, and practice.

This interactive workshop will begin with a brief presentation from three oversight agencies of varying sizes and resources. Presenters will describe their agencies' general approaches to policy analysis and will discuss hiring and staffing strategies, approaches to working with monitoring or investigation staff, identification and prioritization of policy projects, methodologies used, and lessons learned.

This workshop will begin to fill a gap that exists in the field of oversight. Currently very little published material on qualifications and training standards for policy analysts exists, and the information provided in this session will work to contribute to the ongoing development of professional standards for oversight nationally.

Panelists:

- Nicholas Carayannis, Supervising Investigator, Civilian Complaint Review Board, New York, NY
- Conner Maher, Policy & Strategic Initiatives Analyst, Civilian Complaint Review Board, New York, NY
- A.D. Sean Lewis, Director of Public Policy & Legislative Affairs, Chicago Civilian Office of Police Accountability, Chicago, IL

Moderator:

- Jennifer Fratello, Policy Director, Office of the Independent Monitor, Denver, CO

Legal Updates: Legal Decisions Shaping & Affecting Civilian Oversight

Current and Emerging Issues

Concurrent Session 6 | 2:45 p.m. – 4:15 p.m.

In 2017 we are witnessing a changing landscape for civil rights law, immigration, free speech, government accountability, and transparency, and the Fourth Amendment. Panelists will provide an overview of recent and pending court decisions that are relevant to civilian oversight, as well as changes in policy within the U.S. Department of Justice. Attendees will hear from recognized legal experts about how courts are interpreting constitutional principles in reviewing cases involving search and seizure, detentions, blurred lines between immigration and local law enforcement, and use of force. Decisions rendered by the U.S. Supreme Court and federal circuit courts will be emphasized, along with observed trends.

This session will also address the use of technology, individual privacy rights, and the state-by-state debate about how much information can and should be shared with the public regarding investigations into police misconduct. While designed for attorneys, this course is appropriate for lay people seeking to gain a better understanding of current procedural and substantive law affecting oversight.

Panelists:

- Brooks Holland, Professor, Gonzaga University School of Law, Spokane, WA
- Ezekiel Edwards, Director, Criminal Law Reform Project, ACLU, New York, NY

Moderator:

- Dawn Reynolds, Vice President, Elite Performance Assessment Consultants & NACOLE Treasurer, Dallas, OR

Outreach and Engagement with Vulnerable Communities

21st Century Policing

Concurrent Session 7 | 3:15 p.m. – 4:45 p.m.

Systemic underreporting and inadequate data can make it difficult for oversight agencies to investigate and address policing issues that impact vulnerable communities. Historically, contentious or distrusting relations with law enforcement, lack of accessible reporting mechanisms, and the belief that government agencies will not conduct unbiased investigations of sworn personnel have all contributed to this problem. Particularly in today's tumultuous political climate, there is a crucial need for oversight agencies to understand, build relationships, and connect and engage with vulnerable communities. Effective outreach and engagement with these communities can provide essential information for investigations and policy recommendations, and tell powerful stories. It can also fill data gaps via triangulation – using more than one method to collect data – so that information from community outreach and engagement can complement different sources and facilitate a comprehensive understanding of an issue.

This session will examine outreach and engagement models for vulnerable populations from three oversight agencies with different approaches. The panelists come from varying models of oversight, differently-sized cities and law enforcement agencies, and backgrounds in outreach with a diverse group of populations, including undocumented immigrants, the LGBTIQ community, youth, communities of color, indigenous people, people with disabilities, and others. Panelists will discuss programming options, engagement methods, challenges faced, and results garnered, with a focus on the intersection of data collection and service delivery.

Panelists:

- Gia Irlando, Community Relations Ombudsman, Office of the Independent Monitor, Denver, CO
- Minty LongEarth, Community Engagement and Communication Specialist, Community Police Commission, Seattle, WA
- Hassan Naveed, Director of Outreach, Office of the Inspector General for the NYPD, New York, NY

Moderator:

- A.D. Sean Lewis, Director of Public Policy & Legislative Affairs, Civilian Office of Police Accountability, Chicago, IL

Evaluating Police Use of Force and Tactics

Impact & Effectiveness

Concurrent Session 8 | 3:15 p.m. – 4:45 p.m.

The use of force by police officers is a significant public concern and a critically important issue for both law enforcement agencies and civilian oversight bodies. Effective review of use of force incidents is vital to promoting appropriate and effective management of agencies' use of force, and to gaining public confidence in law enforcement agencies and their civilian overseers. This panel will examine the question of how to conduct effective evaluations of use of force incidents, examining both the force itself and the tactical decision-making leading to and during use of force incidents.

The first part of the session will define the concepts of force and excessive police force – from both an academic and practical standpoint. The presenters will then outline a rigorous methodology for investigating force

complaints, providing specific information about interviewing civilians and police officers, engaging in objective analysis of testimony and evidence, and the importance of maintaining neutrality.

The second part of the presentation will introduce the concept of tactics and tactical review, and will demonstrate why the investigation and assessment of tactical performance is a critically important element of an effective incident review process. Commonly-encountered tactical issues will be presented to assist practitioners in developing their knowledge of tactical concepts, and to assist in applying those concepts during the use of force review process.

Ultimately, attendees will acquire a better understanding of the investigative principles underlying force investigations, common police tactics in situations where force is applied, and practical skills for analyzing the application of force by law enforcement.

Panelists:

- Jennifer Jarett, Deputy Director for Training, Investigations Unit, Civilian Complaint Review Board, New York, NY
- Carlmais Johnson, Investigative Manager, Civilian Complaint Review Board, New York, NY
- Django Sibley, Assistant Inspector General, Office of the Inspector General for the LAPD, Los Angeles, CA
- Jody Stiger, Sergeant, Los Angeles Police Department, Los Angeles, CA

Moderator:

- Mark P. Smith, Constitutional Policing Advisor, Los Angeles County Sheriff's Department, Los Angeles, CA

Championing Mental Health Practices and Review of Police Complaints

Current & Emerging Issues

Concurrent Session 9 | 3:15 p.m. – 4:45 p.m.

People experiencing mental health issues (sometimes referred to as “mental health consumers”) often have a greater need for police assistance, and more interactions with police and subsequent reports of misconduct. Symptoms of severe mental illness such as paranoia and hallucinations or the onset of a mental health crisis can impair the ability of a person to effectively communicate with officers and receive needed assistance. Police oversight agencies, monitors, auditors, and review boards can also encounter challenging communication and crisis situations with mental health consumers. Complaints can be dismissed as unfounded and a complainant as not credible when the story they tell is in part unbelievable.

It is the responsibility of both the oversight community and our police agencies to be knowledgeable and trained in how to interact with individuals experiencing severe symptoms, so that mental illness or an active crisis is not a barrier to public safety or investigating police misconduct.

Best practices from the mental health community can provide oversight practitioners with communication and safety techniques and guidance on how to fairly review and investigate complaints of police misconduct where individuals simultaneously report implausible accounts along with conceivable allegations of misconduct. Skills like active listening, the principles of trauma-informed care, recognizing escalation and responding to escalation

can be effective in almost any information gathering setting: from the uncontrolled environment of policing to a more structured setting in an oversight office.

Behavioral health specialists in Spokane, WA have partnered with law enforcement to provide Enhanced Crisis Intervention Team (ECIT) training to improve officer interactions. ECIT employs motivational interviewing techniques and advances the traditional Crisis Intervention Team model as a method to communicate with individuals in highly charged situations. This presentation will also highlight the practices in ECIT and communication techniques from behavioral health experts that officers and oversight practitioners can employ when communicating with mental health consumers.

Panelists:

- Lori L. Beyer, LICSW, Director of Trauma Training and Education, Community Connections, Washington, DC
- Jan Dobbs, Chief Operating Officer, Frontier Behavioral Health, Spokane, WA
- Casey Jackson, Director, Institute for Individual and Organizational Change, Spokane, WA

Moderator:

- Jessica Rau, Senior Investigator, Office of Police Complaints, Washington, DC

Annual Conference Scholarship Fundraiser

Nectar | 120 Stevens Street, Spokane, WA | 6:30 p.m. – 8:30 p.m.

Join your fellow attendees as we raise money to support the NACOLE Annual Conference Scholarship Fund. Participants will enjoy an evening of food, friends, and celebration. Funds raised at this event will be used to help NACOLE continue its effort to offer financial support to individuals to attend the Annual Conference, expanding the reach of civilian oversight and promoting participation by individuals from a broad spectrum of social, economic, racial, ethnic, and cultural backgrounds.

Tickets must be purchased in advance in order to attend this event. Please check with the registration desk.

Tuesday, September 12th

Continental Breakfast

7:30 a.m. – 9:00 a.m.

Implementing Legitimacy and Procedural Justice in Policing: Challenges, Lessons, and the Way Forward

21st Century Policing

Concurrent Session 10 | 8:30 a.m. – 10:00 a.m.

As part of the lessons learned from the 2009 arrest of Prof. Henry Louis Gates on his front porch in Cambridge, MA and the national conversation it sparked, the Cambridge Police Department worked with national experts to develop and implement training in procedural justice and legitimacy, and revamp its training on implicit bias and racial profiling. While this training was well received by many officers, it raised questions within the department about the role of the police in the community and whether procedural justice and legitimacy were practiced internally within the department. When the leadership of other police departments learned of these trainings, they asked Cambridge to bring these concepts to their officers, which was not as well received, and foreshadowed challenges that both departments and communities face in implementing many of the recommendations from the President's Task Force on 21st Century Policing.

This session will describe the eight-year journey working to transform some of the basic assumptions about policing, how those challenges have been met, and what challenges remain. It will also be an opportunity for attendees to share experiences in their own communities, examine challenges, and collaboratively identify ways that their communities can move forward to address intertwined issues of bias, procedural justice, and legitimacy.

Panelists:

- Brian Corr, Executive Secretary, Police Review and Advisory Board & NACOLE President, Cambridge, MA
- Christine Elow, Superintendent, Cambridge Police Department, Cambridge, MA

Moderator:

- Brian Corr, Executive Secretary, Police Review and Advisory Board & NACOLE President, Cambridge, MA

Two Years with Body Worn Cameras: Lessons Learned

Impact & Effectiveness

Concurrent Session 11 | 8:30 a.m. – 10:00 a.m.

While many communities are still debating whether or not to have body-worn cameras (BWC), Washington, DC, Denver, and Spokane have been in the forefront of their adoption. All three police departments have full BWC

patrol deployment and have approximately two years of insight and data to share. The panelists will offer an overview and highlights of their BWC programs and lessons learned so far, and will discuss next steps in the evolution of BWC programs. The panel will cover topics to include: how BWC footage has helped to prove misconduct, exonerate officers, and identify who did what; how the footage has aided in more meaningful training for individual officers and for the department as a whole; and how it has informed and confirmed broader policing or policy issues. Panelists will discuss how both investigative and monitor model oversight agencies can use BWC footage in their respective investigations and policy review functions. Additionally, the panel will assess how the relationship between the respective police department and oversight body can have a significant impact on all aspects of the BWC program.

Panelists:

- Mona Andrews, Chief Investigator, Office of Police Complaints, Washington, DC
- Kevin King, Major, Spokane Police Department, Spokane, WA
- Denis McCormick, Deputy Monitor, Office of the Independent Monitor, Denver, CO

Moderator:

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

What Does Effective Corrections Oversight Look Like?

Correctional Oversight

Concurrent Session 12 | 8:30 a.m. – 10:00 a.m.

This session, while addressing the broad question of how to create effective oversight of jails and prisons, will introduce three different perspectives on what ‘successful’ oversight looks like. Each panelist will discuss their unique perspective on what makes corrections oversight effective.

Kate Eves will focus on the outcomes of investigations carried out by the Prisons Ombudsman of England and Wales and will discuss how evidence-led, thematic reports contribute to meaningful corrections oversight. Her discussion will also cover the potential role of community members in the investigation process.

Nick Mitchell is the head of an oversight entity with an unusual remit: he oversees both the patrol and custody elements of the Police and Sheriff Departments for the City and County of Denver. Nick will discuss his office’s model of oversight for law enforcement and corrections, focusing on his team’s most pressing challenges in their corrections work and how they overcome them.

Christy Guyovich will provide the invaluable perspective of an executive manager of a law enforcement agency which operates one of the largest county jail systems in the country – the Los Angeles County Jail. Commander Guyovich will focus on how to best bring about effective changes and improvements through working with external oversight; she will also discuss some of the challenges corrections agencies face in achieving reform.

Panelists:

- Kate Eves, Assistant Prisons Ombudsman for England and Wales (on sabbatical), San Francisco, CA
- Nicholas E. Mitchell, Independent Monitor, Office of the Independent Monitor & At-Large NACOLE Board Member, Denver, CO
- Christy Guyovich, Commander, Los Angeles County Sheriff’s Department, Los Angeles, CA

Moderator:

- Michael Mushlin, Professor, Pace Law School, White Plains, NY

Changing the Narrative: The Importance of a Trauma-Informed Approach to Policing

Current & Emerging Issues

General Session 13 | 10:15 a.m. – 11:45 a.m.

Over the last decade a variety of events had shaken the Cambridge Police Department to its core, including the local and national response to the 2009 arrest of Harvard Professor Henry Louis Gates and the central role the department's officers played in the Boston Marathon Bombing and its aftermath, including the murder of an Massachusetts Institute of Technology police officer, a regional lockdown and day-long manhunt, and the dozens of CPD officers who participated in the eight-hour overnight shootout in Watertown, MA. Combined with the trauma and vicarious trauma that is common in policing, these events made the need for addressing trauma in all aspects of policing clear.

Using elements of trauma-informed care, psychological first aid, mindfulness, and resiliency, a multidisciplinary team spent a year researching and developing a workshop that could overcome barriers and provided needed insight and tools for improved officer resiliency and wellness – and better policing. They developed a unique multi-day training to allow officers to understand trauma, how it affects the people they encounter, and how it affects them and their actions and behavior. It also emphasized being healthy, compassionate and understanding, while recognizing how everyone suffers trauma, albeit not necessarily in the same way.

At the conclusion of the first five-day training, officers and community participants debriefed and agreed that this was radical and cutting-edge training that will help officers and the community, particularly with trauma and resiliency. One participating officer reflected that it “took away my own skepticism and bias and helped me be more compassionate.” Another said that “if this can save one officer's life, then this program will be a success.”

This workshop will cover how this first-of-its-kind holistic training provides a framework for understanding trauma in the context of policing – including how trauma affects officers and how it affects members of the community.

Panelists:

- Christine Elow, Superintendent, Cambridge Police Department, Cambridge, MA
- Donna Kelly, Sexual Assault and Domestic Violence Prosecutor, Utah Prosecution Council, Salt Lake City, UT
- Elizabeth Speakman, Coordinator, Domestic and Gender-Based Violence Prevention Initiative, Cambridge, MA

Moderator:

- Brian Corr, Executive Secretary, Police Review and Advisory Board & NACOLE President, Cambridge, MA

Networking Luncheon

12:00 p.m. – 1:30 p.m.

Connect with friends and colleagues within the oversight community while discussing current and emerging issues throughout the oversight community. A boxed lunch will be provided. Additional ticket purchase is required and *must have been purchased prior to the conference*.

Preventing Misconduct and the Importance of Decertification of Law Enforcement and Correctional Officers

21st Century Policing

Concurrent Session 14 | 1:30 p.m. – 3:00 p.m.

Many professions - from doctors and lawyers to cosmetologists and real estate agents - require background checks, basic training, and a process of decertification or license revocations. This helps ensure that practitioners meet the standards of conduct specific to their profession, and in doing so protect the integrity of the profession.

While most professions embrace such standards and systems, law enforcement has lagged behind. As a result, there are too many examples of officers leaving a department because of misconduct, and then being hired in another agency. While some states do decertify officers and maintain databases, the strength of decertification laws varies tremendously across the country. In addition, despite the existence of a National Decertification Index, states are not required to share their decertification information on a national level.

Join panelists as they discuss the necessity of decertification in the efforts to prevent future misconduct and how it can become an essential tool for those working in and around the field of civilian oversight of law enforcement.

Speakers:

- Cristina Beamud, Executive Director, Civilian Investigative Panel, Miami, FL
- Roger Goldman, Callis Family Professor of Law Emeritus, St. Louis University School of Law, St. Louis, MO
- Linsay Hale, Director of Professional Standards, Oregon Department of Public Safety Standards and Training, Salem, OR

Moderator:

- Deborah Jacobs, Director, King County Office of Law Enforcement Oversight, Seattle, WA

Addressing Officer Use of Force in the 21st Century

Impact & Effectiveness

Concurrent Session 15 | 1:30 p.m. – 3:00 p.m.

As noted by The President’s Task Force on 21st Century Policing, “trust between law enforcement agencies and the people they protect and serve is essential in a democracy. It is the key to the stability of our communities, the integrity of our criminal justice system, and the safe and effective delivery of policing services.” Effective

management of police use of force is critical to building that trust, and requires effective training, policies, and practices on the use of force by officers. Prompted by national controversies and recent enforcement activity by the U.S. Department of Justice, there has recently been significant rethinking about how police – and oversight agencies – can more effectively work to ensure constitutional use of force by police officers. This panel will bring together experts to discuss new thinking and practices on police use of force in the 21st century.

Speakers:

- Matthew Barge, Partner & Co-Executive Director, Police Assessment Resource Center, Los Angeles, CA
- Chief Hassan Aden, Chief Operations Officer, Police Assessment Resource Center & Senior Advisor to the Vera Institute of Justice and the Police Foundation, Greenville, NC
- Kevin McMahill, Undersheriff, Las Vegas Metropolitan Police Department, Las Vegas, NV

Moderator:

- Nicholas E. Mitchell, Independent Monitor, Office of the Independent Monitor & At-Large NACOLE Board Member, Denver, CO

Women Behind Bars: Oversight Challenges of a Unique and Growing Prison Population

Correctional Oversight

Concurrent Session 16 | 1:30 p.m. – 3:00 p.m.

Over the last few decades, the number of women incarcerated in local jails in the United States has skyrocketed – from approximately 8,000 women in 1970 to almost 110,000 in 2014. Despite this dramatic increase in the female jail population, scant attention has been paid by jails and oversight agencies to the unique challenges presented by the number of women in custody and how those problems affect their re-entry into society. Women in jails are very often the sole caretakers for children, at increased risk of living in poverty, and a significant number of them have experienced trauma and are dealing with mental illness. However, like many other parts of the criminal justice system, jails were created with male inmates in mind, making them ill-equipped to address the challenge of adequately caring for women in their custody. The dearth of data and research into the service needs and relatively low risk of this population have left them to be considered only as an afterthought, and in many jails women are exposed to a greater risk of sexual violence and abuse, inadequate hygiene and health care, and inadequate jail programming.

This panel will feature experts discussing the scope and impact of problems facing detained women. In addition, panelists will address current research and best practices that can improve the way jails care for women in their custody.

Panelists:

- Julie Abbate, Deputy Chief, Special Litigation Section, Civil Rights Division, U.S. Department of Justice, Washington, DC
- Terri McDonald, Chief Probation Officer, Los Angeles County, Los Angeles, CA
- Angie Wolf, Director of Justice Strategies, National Council on Crime and Delinquency, Washington, DC

Moderator:

- Suzanne Iantorno, Deputy Monitor, Office of the Independent Monitor, Denver, CO

Police Accountability in an Uncertain Time: Different Models of Improved Oversight

21st Century Policing

Concurrent Session 17 | 3:15 p.m. – 4:45 p.m.

During the Obama Administration, the U.S. Department of Justice Civil Rights Division opened 25 pattern or practice investigations in cities around the country including New Orleans, Seattle, Albuquerque, Cleveland, Portland, and Chicago. The settlement agreements and consent decrees which followed led to a national set of police accountability best practices that included community involvement.

Under the current administration, there is a greater emphasis on the DOJ partnering directly with law enforcement agencies. With this change of climate at the national level, many in the field of civilian oversight believe that the impetus for increased police accountability must come from the local level.

Panelists will discuss the varied approaches to greater police accountability at the local level, despite uncertainty at the national level.

Panelists:

- Sharon Fairley, Chief Administrator, Civilian Office of Police Accountability, Chicago, IL
- Andrew Myerberg, Interim Director, Office of Professional Accountability, Seattle, WA
- Jason D. Williamson, Staff Attorney, ACLU, New York, NY

Moderator:

- Constantin Severe, Director, Independent Police Review, Portland, OR

Conducting Criminal Investigations of Police Uses of Force

Advanced Track

Concurrent Session 18 | 3:15 p.m. – 4:45 p.m.

This session will involve a discussion of the “independent investigation agency” model of police oversight and how it has been applied to improve public confidence in the police throughout Canada as well as how it can – and from the point of view of the panelists, should – be applied in the U.S. context. In the post-Ferguson era, concern about holding the police accountable for the use of deadly force has been at the forefront of public discussion and debate. Although there are 17 civilian oversight programs worldwide that conduct independent criminal investigations of police-related critical incidents (with 6 of those programs located in Canada), this type of oversight mechanism does not currently exist in the U.S.

The former Director of the Independent Investigations Office (IIO) of British Columbia and the current Directors of the Ontario Special Investigations Unit (SIU) and the Alberta Serious Incident Response Team (ASIRT) will discuss the different potential models, the challenges faced in implementing and sustaining successful programs, and the ultimate benefits of the police no longer policing themselves.

Panelists:

- Susan Hughson, Executive Director, Alberta Serious Incident Response Team, Edmonton, AB
- Tony Loparco, Director, Ontario Special Investigative Unit, Toronto, ON
- Richard Rosenthal, Member, Cleveland Monitoring Team, Mission, BC

Moderator:

- Richard Rosenthal, Member, Cleveland Monitoring Team, Mission, BC

Oversight of Mental Health and Segregation in Jails and Prisons Correctional Oversight

Concurrent Session 19 | 3:15 p.m. – 4:45 p.m.

The number of inmates in prisons and jails who have mental health needs has increased dramatically and places pressure on facilities. Inmates with significant mental health needs are vulnerable to victimization, suicide and self-harm, and the effects of segregation. But it can be challenging to provide adequate out-of-cell time and care and to foster a collaborative culture.

This panel will address specific issues related to mental health treatment and segregation and provide tools for monitoring these issues. Topics will include: the history of segregation and challenges to the practice; the uses of and justifications for segregation; the effects of segregation on inmates with serious mental illness and on the provision of mental health services; the shifting attitudes among advocates and administrators; and, critically, how court monitors and oversight agencies monitor jails and prisons regarding segregation and mental health services.

In addition, there will be discussion around the following:

- The phenomenon of the high numbers of inmates with serious mental illness in jails and prisons, the ways in which facilities provide mental health services and employ segregation, and the impact of the high incidence of mental illness and of the use of segregation on facility administration and on inmates.
- Recent and ongoing efforts by advocates and administrators to address the mental health population and reduce the use of segregation.
- Substantive issues relating to segregation and mental health services: out-of-cell time, duration of segregation, the role of mental health staff in inmate discipline and housing, crisis care/suicide prevention and response, quality of care, enhanced treatment in segregation, medication, quality of documentation and data, staffing, training, and quality assurance.
- Methods/tools for monitoring, including: review of policies and procedures, medical/mental health records, logs, grievances, incident reports, other documentation, training materials, and data; staff and inmate interviews; and inspection and observation.

Panelists:

- Timothy Belavich, Ph.D., Director of Mental Health, Los Angeles County Jail, Los Angeles, CA
- Stacey Nelson, Monitor, Los Angeles County Office of the Inspector General, Los Angeles, CA
- Kimberly Mosolf, Attorney, Disability Rights Washington, Seattle, WA

Moderator:

- Aaron Zisser, Independent Oversight Consultant, Oakland, CA

Trauma, Compassion & Resiliency: A Roundtable Discussion

Current & Emerging Issues

General Session | 5:00 p.m. – 6:30 p.m.

Conference attendees and presenters are invited to an evening conversation, which will continue the dialogue from the morning session, *Changing the Narrative: The Importance of a Trauma-Informed Approach to Policing*. Participants will talk in small groups about how – within the contexts of civilian oversight and police/community relationships – we can create constructive dialogue and work for proactive approaches to police reform.

Wednesday, September 13th

Continental Breakfast

7:30 a.m. – 9:00 a.m.

Police Early Intervention Systems: The State of the Art

21st Century Policing

Concurrent Session 20 | 8:30 a.m. – 10:00 a.m.

Early intervention (EI) systems are seen by many both inside and outside of policing as promising mechanisms for enhancing police integrity, but social science provides little evidence on their effectiveness in reducing misconduct or their (unintended) inhibiting effects on appropriate uses of police authority. The National Institute of Justice (NIJ) funded the John F. Finn Institute for Public Safety and its partners from the University of Central Florida, the University of Massachusetts-Lowell, and the Urban Institute to study EI systems: “Early Intervention Systems: The State of the Art.” The project is designed to better inform police practitioners, policymakers, and academics about the best practices of early intervention. The first phase of the project involved a national survey of 243 agencies that operate EI systems. The survey provided data on the structural characteristics of EI systems, including practices related to identification (performance metrics examined as potential indicators of misconduct and thresholds applied), selection, intervention, and post-intervention monitoring. The second phase of the project provided for intensive description and analysis of six agencies’ EI systems. Agencies were selected based, in part, on the structural characteristics of their EI systems, such that different types of systems were examined. For these agencies, we describe formal and informal practices of early intervention, we assess the degree to which the “target population” of problem officers is reached, and we estimate intervention impacts.

Early intervention (EI) systems are widely considered a best practice for promoting police accountability and addressing officer performance. However, EI systems take many different forms, and we have much to learn about how these forms work in practice. No evidence-based standards are available to guide agencies in their decisions about how to structure and operate an EI system. The findings of this research promise to better inform the further development and management of EI systems.

Presenters:

- Kelly Becker, Research Analyst, John F. Finn Institute for Public Safety, Inc., Albany, NY
- Sarah McLean, Associate Director, John F. Finn Institute for Public Safety, Inc., Albany, NY
- Robert E. Worden, Director, John F. Finn Institute for Public Safety, Inc., Albany, NY

Leveraging Relationships with Internal Affairs to Improve Police Accountability

Impact & Effectiveness

Concurrent Session 21 | 8:30 a.m. – 10:00 a.m.

Police oversight agencies interact with the professional standards or internal affairs bureaus or units (IABs) of police departments in a variety of ways in order to enhance police accountability. While some oversight entities critique closed IAB files, drawing lessons for the police department from these investigative materials, other oversight entities receive and analyze data from IABs to detect patterns of police wrongdoing. Still other

independent police review groups sit alongside IAB investigators and provide real-time feedback as internal investigations progress.

This session will provide a window into how these sometimes delicate relationships between oversight agencies and IABs can be used to further police reform. Among the issues to be explored are: 1) how to gain the trust of IABs; 2) how to manage the relationship between oversight agency and internal affairs, given that IABs can sometimes be a “partner” vehicle through which to obtain information about the police department, but can also be a “subject” in other reviews; and 3) the types of information generated by IABs that can be helpful in individual investigations or systemic reviews conducted by oversight offices.

Panelists:

- Cristina Beamud, Executive Director, Civilian Investigative Panel, Miami, FL
- Michael Gennaco, Principal, OIR Group, Playa del Rey, CA
- Asim Rehman, General Counsel and Acting Deputy Inspector General, Office of the Inspector General for the NYPD, New York, NY

Moderator:

- Asim Rehman, General Counsel and Acting Deputy Inspector General, Office of the Inspector General for the NYPD, New York, NY

Building an Oversight Agency: Lessons Learned from Campaign to Launch

Current and Emerging Issues

Concurrent Session 22 | 8:30 a.m. – 10:00 a.m.

With the growing demand for civilian oversight of law enforcement, many communities are looking for a “how to” manual to understand the issues and challenges from initial community demand to the launch of an entity. Practical questions are abundant and not easily answered: Who should drive the campaign? What oversight model is most effective? What does legislation look like? How is funding secured and sustained? Topics to be addressed include how to maintain coalitions, monitor progress, educate the public, launch, and sustain momentum – and build community and government buy-in. Other challenges include deliberating on the selection of members or staffing needs of an oversight body, mapping out the financial costs of implementation, defending an ordinance from legal and legislative attacks, and maintaining community buy-in during the agency’s developmental stages. With all of these components in mind, the panel will examine how to support the development of the agency without compromising independence and integrity.

This session is intended to answer questions from very distinct demographic and geographic perspectives. Panelists are advocates and practitioners from several different models of newly-formed oversight organizations with lessons to share. Each oversight organization will discuss their experiences from conception to opening. They will identify issues and challenges encountered and overcome from legislative, funding, community outreach and credibility perspectives.

Panelists:

- Nicolle Barton, Executive Director, St. Louis Civilian Oversight Board, St. Louis, MO
- Dianna Houenou, Policy Counsel, ACLU of New Jersey, Newark, NJ
- Richard Schott, Independent Police Auditor, Fairfax County, VA

Moderator:

- Portia Allen-Kyle, Criminal Justice Transparency Fellow, ACLU of New Jersey, Newark, NJ

Safeguarding the LGBTIQ Community

21st Century Policing

Concurrent Session 23 | 10:15 a.m. – 11:45 a.m.

The LGBTIQ community has often faced mistreatment and abuse in jails and prisons. LGBTIQ prisoners face unique challenges when placed behind bars, including PREA (Prison Rape Elimination Act) issues and increased rates of hate crimes or sexual assault. Additionally, transgender and intersex prisoners face challenges with classification, privacy, receiving proper healthcare, and undergoing appropriate strip searches. It is crucial that correctional facilities understand and respond to these issues with a proper understanding of the inherent challenges faced by this community behind bars and implement appropriate policies and procedures to protect the LGBTIQ community.

Recognizing these challenges, progressive agencies have created new policies and committees to help address the unique needs of the LGBTIQ community. Jurisdictions in California, Colorado, Texas, and Oregon are implementing safeguards to help ensure the health and safety of transgender prisoners. This panel will discuss how to address issues affecting the LGBTIQ population in jails, including conformance with new laws and best practices.

Panelists:

- Michael A. Crumrine, Sergeant, Austin Police Department, Austin, TX
- Karen Dalton, Assistant Division Director, L.A. County Sheriff's Department, Los Angeles, CA
- Tasha Hill, LGBTIQ Rights Staff Attorney, ACLU of Southern California, Los Angeles, CA
- Gary Wilson, Captain, Denver Sheriff Department, Denver, CO

Moderator:

- Shadi Kardan, Deputy Inspector General, L.A. County Office of the Inspector General, Los Angeles, CA

Transforming Civilian Oversight at the Ballot Box

Current & Emerging Issues

Concurrent Session 24 | 10:15 a.m. – 11:45 a.m.

This presentation will show how ballot measures can transform existing civilian oversight of law enforcement agencies. It provides case studies from Honolulu, Oakland, and San Francisco – agencies that are being transformed by popular vote after the November 8, 2016 elections – examining the challenges of increasing the authority of an established oversight entity through the ballot box.

With a backdrop of high-profile legal settlements involving the Honolulu Police Department and a criminal investigation of the Honolulu Chief of Police, the voters of the City and County of Honolulu adopted a charter amendment making the chief an at-will employee, providing the Police Commission the authority to subpoena witnesses or require the production of evidence for Commission investigations and requiring the Chief to respond to the Commission concerning the Commission's recommendations regarding officer misconduct.

After years of an open negotiated settlement agreement between the Oakland Police Department and plaintiffs in federal court, a community-based organization in Oakland proposed a charter change to create an independent police commission for Oakland, a version of which the Oakland City Council placed on the ballot. The final measure as adopted mandated an independent police commission, an inspector general, and an office to conduct investigations.

In response to public outcry over fatal officer-involved shootings, the voters of the San Francisco adopted a proposition in June and another in November, to increase the jurisdiction of the San Francisco Office of Citizen Complaints. The June proposition provided for the OCC to investigate all officer-involved shootings, not just complaint based incidents. The November ballot proposition renamed the OCC to the Department of Police Accountability, placed the DPA in its own charter section, removed it from the Police Department's budget, and provided the DPA the authority to audit the San Francisco Police Department.

Panelists:

- Rashidah Grinage, Coordinator, Coalition for Police Accountability, Oakland, CA
- Joseph E. Marshall, Jr., Ph.D., Commissioner, San Francisco Police Commission, San Francisco, CA
- Max Sword, Commission Chair, Honolulu Police Commission, Honolulu, HI

Moderator:

- John Alden, Attorney, Department of Police Accountability, San Francisco, CA

Lunch on Your Own

12:00 p.m. – 1:30 p.m.

Collective Bargaining and Police Oversight

21st Century Policing

Concurrent Session 25 | 1:30 p.m. – 3:00 p.m.

Amid public outcry for greater police accountability, voters in several major cities recently approved measures to create or strengthen civilian oversight of law enforcement. But what the will of the people grants, the power of police labor unions can take away.

From limiting access to records and information to disallowing subpoena power needed to conduct investigations, collective bargaining agreements can threaten the work of civilian oversight. And in some states these agreements hold the highest legal authority.

While many involved in efforts to improve police practices actively support labor, initiatives like Campaign Zero have highlighted the ways in which negotiations with police unions have resulted in lack of accountability. People increasingly question the balance between officers' rights as workers and the public's right to police accountability.

Join panelists as they discuss trends in collective bargaining that impact oversight, union perspectives on limiting oversight, and what it means to bargain the fundamental American right to review of government.

Panelists:

- Sharon Fairley, Chief Administrator, Civilian Office of Police Accountability, Chicago, IL
- Isaac Ruiz, Commissioner, Seattle Community Police Commission, Seattle, WA
- Kevin Stuckey, President, Seattle Police Officer's Guild, Seattle, WA

Moderator:

- Deborah Jacobs, Director, King County Office of Law Enforcement Oversight, Seattle, WA

Auditing of a Police Agency for Accountability

Impact & Effectiveness

Concurrent Session 26 | 1:30 p.m. – 3:00 p.m.

Although police auditing is a proactive approach to affecting change, it remains underutilized by police oversight practitioners. This session will provide practitioners the nuts and bolts of the different types of audits and will discuss topics applicable to auditing of a police agency to find issues in lieu of intervention by the federal government or lawsuits by civil rights organizations. Audits surrounding topics such as misconduct investigations, stop and frisk, secondary employment reviews, and use of force analysis will be discussed, in addition to leveraging limited resources of oversight agencies to effectively conduct audits.

Panelists:

- Eileen Andrus, Auditor, Office of the Independent Monitor, New Orleans, LA
- Daysi Ibanez, Auditor, LAPD Office of the Inspector General, Los Angeles, CA
- Liana Perez, Independent Police Auditor, City of Tucson, Tucson, AZ

Moderator:

- Susan Huston, Monitor, Office of the Independent Monitor, New Orleans, LA

Prosecuting Officer-Involved Shootings and In-Custody Deaths: Can They Be Effectively Done in America?

Current and Emerging Issues

Concurrent Session 27 | 1:30 p.m. – 3:00 p.m.

No single event galvanizes the public and the police more than a controversial officer-involved shooting or in-custody death. Some members of the public demand swift prosecution and blame a criminal justice system tilted toward the officers for any decision not to file criminal charges. In the rare case where a shooting leads to prosecution, prosecutors have often been unsuccessful in obtaining a conviction. This presentation will discuss the challenges to successful investigations and prosecutions of law enforcement shootings and in-custody deaths in light of who currently conducts the investigations, who makes the prosecution decisions, the law, and the public. The workshop will also consider alternatives that are being considered nationwide regarding the investigative body for officer-involved shootings, the prosecutorial entity making such decisions, and trends toward consideration of additional charges such as manslaughter.

Because NACOLE members are often called upon to answer the public clamor for justice when a controversial officer-involved shooting occurs and are often involved in issues involving thoroughness, fairness, and effectiveness of officer-involved shooting investigations and accountability for officers involved in them, this topic is central to civilian oversight and NACOLE's mission. The presentation intends to be a guided facilitation

of topics, providing information yet seeking audience participation throughout so that viewpoints of all in attendance can be heard as various topics are considered. Attendees will have a more thorough understanding of what is occurring throughout the country regarding progressive trends in investigation and prosecution of officer-involved shootings because of recent legislative and administrative changes in the investigating and prosecuting entity. Attendees will discuss with the facilitators “best practices” on release of information after a shooting occurs including any video of the event.

Presenters:

- Stephen Connolly, Principal, OIR Group, Los Angeles, CA
- Michael Gennaco, Principal, OIR Group, Playa del Rey, CA

Annual Membership Meeting & Board Elections

3:15 p.m. – 5:00 p.m.

Sankofa Dinner and Awards Banquet

Davenport Grand Hotel | 6:00 p.m. – 9:00 p.m.



Sankofa is a concept originating with the Akan people of Ghana, and means that we must know where we have come from to effectively move forward into the future. It is a NACOLE tradition to honor those who have helped NACOLE and civilian oversight of law enforcement get to where it is today and those that will lead it into the future.

Please join us for this special evening where we will welcome our Sankofa Dinner keynote speaker Brandon Fox, Former Assistant United States Attorney for the Central District of California, and honor this year's award recipients.

Thursday, September 14th

Continental Breakfast

7:30 a.m. – 9:00 a.m.

Organizational Transformation of Law Enforcement Agencies through the DOJ COPS Collaborative Reform Technical Assistance Program

Current and Emerging Issues

Session 28 | 8:30 a.m. – 10:00 a.m.

Representatives from the San Francisco Police Commission (Police Commission), the San Francisco Police Department (SFPD), and the San Francisco Department of Police Accountability (DPA) will offer a case study on the transformative effect of the CRI-TA program on police and civilian oversight practices in San Francisco and the goal to improve trust between the community and the SFPD.

The CRI-TA program is a voluntary program where a law enforcement agency seeks the assistance of the U.S. Department of Justice (DOJ) to help address community concerns with its practices. By using neutral subject matter experts, conducting community workshops, and receiving other forms of stakeholder input, the DOJ Office of Community Oriented Policing Service (COPS) provides an evaluation of a police agency in areas including use of force, bias, community policing practices, accountability, and personnel practices.

The DOJ states, “Collaborative Reform improves trust between police agencies and the communities they serve by providing a means to organizational transformation around specific issues. Collaborative Reform is a long-term, holistic strategy that identifies issues within an agency that may affect public trust. It offers recommendations based on a comprehensive agency assessment for how to resolve those issues and enhance the relationship between the police and the community.”

Following the shooting of Mario Woods by San Francisco police officers in 2015, Mayor Edwin Lee, the Police Commission, and former Police Chief Greg Suhr sought technical assistance from DOJ COPS. On April 29, 2016, DOJ COPS and San Francisco leadership entered into a CRI-TA agreement which resulted in a 400 page assessment report of SFPD with 94 findings and 272 recommendations.

Panelists:

- John Alden, Attorney, Department of Police Accountability, San Francisco, CA
- Toney Chaplin, Assistant Chief, San Francisco Police Department, San Francisco, CA
- Joseph E. Marshall, Jr., Ph.D., Commissioner, San Francisco Police Commission, San Francisco, CA

Moderator:

- Paul Henderson, Interim Director, Department of Police Accountability, San Francisco, CA

Building Community Trust

Current and Emerging Issues

General Session 29 | 10:15 a.m. – 11:45 a.m.

Building community trust cannot happen overnight, and once built, that trust is not eternal and unchanging. Just as a single officer's actions can erode trust, the collective actions of a law enforcement agency and its officers can build trust. Training programs are needed to support police relationship-building efforts and equip them with tools to de-escalate and avoid confrontation whenever possible. To be effective, the training experience must also humanize both law enforcement and community members, provoke critical thinking, enhance cultural sensitivity, and inspire new paradigms for creating relationships of trust.

Attendees will learn about training strategies and programs to address building trust and enhancing transparency. This panel will discuss promoting procedural justice to guide interactions between law enforcement and communities; acknowledging the role of police in the history of discrimination; incorporating the importance of community engagement in managing public safety; engaging community members in the training process; and providing leadership training to all personnel throughout their careers. In addition, the panel will discuss the Museum's Tools for Tolerance® for Law Enforcement (TFTLE), the delivery of a multi-stage training plan for law enforcement professionals and community stakeholders.

Panelists:

- Charles Evans, Senior Consultant, Training Program Services, California Commission on Peace Officer Standards and Training, Sacramento, CA
- Mark Katrikh, Director, Professional Development Programs, Museum of Tolerance, Los Angeles, CA
- Paul LeBaron, Commander, Investigative Bureau – Detectives Division, Long Beach Police Department, Long Beach, CA

Moderator:

- Melissa Bradley, Senior Policy Analyst, U.S. Department of Justice, Office of Community Oriented Policing Services, Washington, DC

Closing Remarks

11:45 a.m. – 12:00 p.m.
