

NACOLE CANDIDATE ELECTION QUESTIONNAIRE

Candidates are encouraged to fill out the following questionnaire, to give NACOLE members relevant information when voting for Board members.

Name: **Florence L. Finkle**

- 1) Position Sought: Board member at-large
- 2) Geographic Location: New York, NY
- 3) Current Oversight Position and Organization: Self-employed law enforcement accountability and oversight consultant
- 4) Number of Years as a NACOLE Member: Four years as a regular member (2016-present) and approximately 10 years as the New York City Civilian Complaint Review Board's designated representative/voter (1997-2006)
- 5) Please list Annual Conferences or training opportunities which you have attended:
 - NACOLE annual conference 1997 (Oakland, CA)
 - NACOLE annual conference 1998 (Indianapolis, IN)
 - NACOLE annual conference 1999 (Kansas City, MO)
 - NACOLE annual conference 2002 (Cambridge, MA)
 - NACOLE annual conference 2004 (Chicago, IL)
 - NACOLE annual conference 2005 (Miami, FL)
 - NACOLE annual conference 2006 (Boise, ID)
 - NACOLE annual conference 2015 (Riverside, CA)
 - NACOLE academic symposium 2016 (New York, NY)
 - NACOLE annual conference 2016 (Albuquerque, NM)
 - NACOLE annual conference 2017 (Spokane, WA)
 - NACOLE annual conference 2018 (St. Petersburg, FL)
 - NACOLE annual conference 2019 (Detroit, MI)
 - NACOLE academic symposium 2020 (Austin, TX)
 - NACOLE virtual annual conference 2020
 - Dozens of webinars

- 6) Are you currently a member of the NACOLE Board? Yes

If so, in what capacity:

- President
 Vice President
 Board Member At-Large

For the following questions, please respond in no more than 200 words.

1) Why do you want to serve on the NACOLE Board?

I have dedicated the majority of my career to improving law enforcement practices and holding accountable police and correction officers for their criminal conduct and/or internal policy violations. I attended my first NACOLE annual conference in 1997, and still remember the feeling of being inspired by NACOLE's founders and the early civilian oversight practitioners I met there. Over the last 23 years I've marveled at NACOLE's growth, the oversight field's professionalization, and the public's embrace of law enforcement accountability as critical to effective and constitutional policing. I want to help NACOLE expand its capacity to educate stakeholders regarding effective civilian oversight models and practices, train and support NACOLE members and supporters, serve as the national repository of civilian oversight of law enforcement data, research, and resources, and be a go-to voice in the national conversation we're having about law enforcement. Increasing NACOLE's ability to provide these key services depends on creating a sustainable fundraising program, which would allow NACOLE to hire additional staff. I hope to play an important role in developing NACOLE's fundraising, branding, and communications efforts, and building NACOLE's staff and programming based upon additional revenues.

2) What skills/experience/qualities do you bring to the NACOLE Board?

My work has involved both policing and corrections, and stems from a variety of perspectives, including both external oversight—as a prosecutor, a leader of the New York City Civilian Complaint Review Board, and a federal monitoring team member—and internal accountability, as a deputy commissioner with the New York City Department of Correction. Consequently, I bring a wealth of different experiences and skill-sets to the board. I have hired and managed hundreds of employees, reconceived investigative procedures, designed investigator training programs, helped configure a case management system, overseen development of and adherence to budgets, supervised a complaint mediation program, written numerous statistics-based, investigative, and policy recommendation reports, drafted and delivered testimony, and interacted with the press.

Based on my writing ability, the board has often asked me to write, revise, and/or edit various material, including NACOLE's Mission, Vision, Goals, and Values Statement, NACOLE's statement on police reform following George Floyd's death, the soon-to-be-published report, *Civilian Oversight of Law Enforcement: Report on the State of the Field and Effective Oversight Practices*, and panel/webinar descriptions. I possess a strong work ethic, get things done, and am willing to express opinions that do not always comport with the majority viewpoint.

3) What challenges does NACOLE face as a rapidly growing membership organization?

Given the nationwide outcry and protests challenging policing practices and culture, prompted by George Floyd's death at the hands of Minneapolis police officers, NACOLE's challenge is to expand its capacity to provide key services, the demand for which is rising. NACOLE must

expand its ability to educate government officials, community members, and journalists, conduct trainings for jurisdictions considering creating or strengthening civilian oversight, serve as the national repository of data, research, and resources concerning civilian oversight, establish standards for effective civilian oversight practices, and become a go-to voice in the conversation the country is having about law enforcement. Expanding these services hinges on NACOLE's ability to increase its staff by raising revenue, namely through consistent and sustained charitable donations. Up until this year, NACOLE received charitable donations of less than \$2,500 annually. NACOLE's revenues are almost exclusively derived from membership dues and annual conference net income. This year, the board agreed to issue a request for a proposal to hire a professional fundraising consultant, whose job it will be to create and build NACOLE's fundraising program. Creating a successful development program and enlarging our staff are two of the most crucial tasks NACOLE will be tackling in the coming years.

- 4) How have you contributed to NACOLE's work? Please include all committees you have served on or led, as well as any other NACOLE volunteer efforts.

Since September 2017, I've served as co-chair of the Training, Education, and Standards Committee, which has produced 14 webinars in the last three years. Aside from organizing several of these webinars, I was solely responsible for one, *Making Factual Determinations, Applying Legal Standards, and Reaching Allegation Outcomes*, which I conducted this past June. The committee is also responsible for NACOLE's academic symposiums, and I served as co-chair of the academic symposium, *New Frontiers in Independent Oversight of Jails, Prisons, and Police*, held in Austin, Texas, on March 6, 2020. As academic symposium co-chair, I reached out to the professor who became our academic partner, reviewed submitted paper proposals, helped plan the program, and participated in the symposium itself. In addition, I was one of two board members who closely reviewed, edited, and revised the first completed draft of the upcoming NACOLE DOJ-funded report, *Civilian Oversight of Law Enforcement: Report on the State of the Field and Effective Oversight Practices*.

In September 2018, the board of directors selected me to serve as NACOLE secretary. In this capacity I've prepared the minutes of all board meetings, last year's annual membership meeting, and am responsible for publicly reporting NACOLE's membership statistics.

- 5) Please share highlights of your background/experience in law enforcement oversight.

During the last three decades, I have worked to hold law enforcement officers accountable for committing crimes and/or violating internal departmental policies, and improve law enforcement practices and accountability systems. First, I investigated and prosecuted corrupt police officers as a Manhattan assistant district attorney (1987-1996). Second, for 11 years I helped build and professionalize the largest civilian oversight agency in the United States, the New York City Civilian Complaint Review Board, as its deputy executive director for investigations and executive director (1996-2007). Third, I worked as a deputy commissioner with the New York City Department of Correction, and led its internal investigations and operational audits (2010-2014). Cases I referred to criminal investigators resulted in indictments against 23 correction officers. Most recently, I served as a consultant (2018-2020) for the monitor charged with overseeing implementation of the settlement agreement between the United States Department of

Justice and the city of Seattle, designed to ensure that the Seattle Police Department's practices are constitutional. I managed the team of experts that assessed the Seattle Office of Police Accountability's ("OPA") administrative disciplinary investigations and wrote the report describing the assessment's findings and recommendations for improving the quality and timeliness of OPA's investigations.

- 6) If elected/re-elected, what would you most like to accomplish as a Board member?

I seek to assist NACOLE in creating a sustainable fundraising program to increase its paid staff, which currently numbers just two. Increasing the number of paid staff will permit NACOLE to expand its capacity to educate communities on effective oversight models and practices, broaden its training program for members and stakeholders, and establish and maintain a comprehensive repository for civilian oversight of law enforcement data, research, and resources. Now that the board has agreed to hire a professional fundraising consultant, I hope to be involved in the process of hiring the fundraiser (I helped draft the request for proposal ["RFP"]), working collaboratively with fellow board members and the consultant as the consultant builds a sustainable fundraising, branding, and communications program, and assisting in turning over responsibilities for fundraising to new NACOLE development staff. As revenues and the numbers of paid staff increase, I want to help expand NACOLE's education and training program, membership roster and support, its on-line civilian oversight data, research, and resources, and its national profile.

- 7) Additional information for voters to consider:

I am deeply committed to civilian oversight of law enforcement and NACOLE's mission, vision, goals, and values. It's been an honor to serve as a member of the NACOLE board of directors for the last three years and I have worked hard to support NACOLE as co-chair of the Training, Education, and Standards Committee, as the organization's secretary, and by taking on ad-hoc projects involving the drafting of various NACOLE materials and publications and developing a fundraising program. I believe that I have earned your vote for a second term as a NACOLE at-large board member, and ask you to consider re-electing me to the NACOLE board of directors.