Building Community, Broadening Oversight

The Twentieth Annual Conference of the National Association for Civilian Oversight of Law Enforcement

September 14–18, 2014

Kansas City Marriott Country Club Plaza
September 14, 2014

Dear NACOLE Conference Attendee:

On behalf of the National Association for Civilian Oversight of Law Enforcement (NACOLE) Board of Directors, I welcome you to Kansas City and our Twentieth Annual NACOLE Conference. We are excited to be back in Kansas City for this milestone conference—NACOLE held its 5th Annual Conference here in 1999. This year also marks the 45th anniversary of the Kansas City Office of Community Complaints, one of the oldest continuously operating oversight agencies in the country.

The theme of this year’s conference, Building Community, Broadening Oversight, challenges us to consider opportunities for more robust and inclusive oversight through greater public participation. The conference opens Sunday afternoon with a facilitated forum for the Kansas City community and conference attendees to meet and discuss contemporary and local issues in police accountability and oversight. Our opening reception begins Sunday evening at 6:00 p.m. A gathering for first-time attendees, new members, and those interested in NACOLE’s Mentoring Program will follow at 8:00 p.m.

This year’s conference continues our practice of offering attendees a wide variety of workshops and panels, including sessions on officer-involved domestic violence, on-body cameras, use of force, biased policing, oversight and police training, and police litigation data and accountability. Additionally, the conference incorporates NACOLE’s Core Competencies for Civilian Oversight Practitioners and all of the sessions can be applied toward the Certified Practitioner of Oversight program.

Our Keynote Speaker will be Maddy deLone, Executive Director of the Innocence Project, a non-profit organization dedicated to freeing inmates convicted of crimes they did not commit. The Innocence Project is a national leader in advancing legislation, policies, and best practices that seek to improve the criminal justice system and prevent future wrongful convictions.

Please enjoy your stay at the Marriott Country Club Plaza in an exciting and bustling part of Kansas City. There are many restaurants and shops within walking distance of the hotel. Also, feel free to venture out and partake in Kansas City’s vast assortment of food, music, art, and cultural offerings.

I am confident that you will find the quality of the programming to be consistent with what you have come to expect from NACOLE and will meet the high standards we set for ourselves. Please contact any Board member—easily identified by their black name badge—throughout the conference if there is anything we can do to help make the Twentieth Annual NACOLE Conference a better experience for you.

Kind regards,

Brian Buchner
President
# Building Community, Broadening Oversight

The 20th Annual Conference of the National Association for Civilian Oversight of Law Enforcement

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Acknowledgments

Kansas City, Missouri Police Department
Police Chief Darryl Forté,
Deputy Chief Randall Hundley, Major Diane Mozzicato and staff, Major Eric Winebrenner and staff, Captain Don Sight and staff, Civ. Steve Barnett, and numerous others

Kansas City, Missouri Board of Police Commissioners:
President Alvin L. Brooks, Vice President Michael C. Rader, Treasurer Angela Wasson-Hunt, Commissioner Michael S. Kilgore, Secretary/Attorney David V. Kenner

The Honorable Sly James
Mayor, Kansas City, Missouri

Office of Community Complaints
Executive Director I. Pearl Fain, Deputy Executive Director Merrell R. Bennekin, Senior Legal Analyst Johnnie Ann Crawford, Senior Legal Analyst Michael Walker, Senior Legal Analyst Karen U. Williams, Office Manager Ora Rogers, Community Outreach Liaison Alexis Bush-Bailey

Office of Community Complaints Advisory Council
Lynda Callon, Diane Charity, Dr. John Hamilton, Dr. Kay McKelvy, Trish Martin, Jeannine Midgett, Martin Okpareke, Gail Orth-Aikmus, Delmira O. Quarles, Janet Shaffer, Melissa Trimble, Jim Wanser (chair), Ronald Wilson

Councilman John Sharp
6th District

Dentons, LLP
Karl Zobrist, Patrick McInerney, and Barbara Threlkeld

Lisa Pelofsky
Former Kansas City, Missouri Police Commissioner

Gates Bar-B-Q

Rebecca Elliott and Betty Buettgenbach
Kansas City Convention and Visitors Association

Betty Kindler
Kemper Museum of Contemporary Art

Annett Andrallano
VOYA Financial

Cindy Starbard
SuperShuttle

2014 NACOLE Conference Planning Committee
Co-Chairs Brian Corr and Christian Klossner, Local Chair Karen U. Williams, and Committee Members Brian Center, William Harrison, Nicole Junior, Matthew Larsen, Camelia Naguib, and Richard Rasmussen
NACOLE Founders

In 1993, members of the United States delegation to the International Association for Civilian Oversight of Law Enforcement conference in Cambridge, Massachusetts, met to discuss issues relating to civilian oversight of law enforcement within the U.S. The focus of the meeting was the creation of a national organization that would address these issues. Two years later, a group met in Landover, Maryland, and the National Association for Civilian Oversight of Law Enforcement (NACOLE) was established. Their hard work and dedication laid the foundation for an organization that has continued to grow and advance practice of civilian oversight.

DONALD CASIMERE  CLYDE B. DAVIS  FELICIA DAVIS  JAMES L. JOHNSON
ROBIN LOLAR  MALVINA MONTEIRO  BRIAN C. REEDER  LARNA SPEARMAN

NACOLE Presidents

Since NACOLE’s founding, the Association has been led by individuals with a strong commitment to civilian oversight and NACOLE’s mission. Their commitment has ensured the Association’s continued growth and stability.

BRIAN C. REEDER (1997-2000)
Indianapolis, Indiana

San Diego, California

MALVINA MONTEIRO (2003-2005)
Cambridge, Massachusetts

BARBARA ATTARD (2005-2006)
San Francisco, California

PIERCE MURPHY (2006-2007)
Boise, Idaho

EDUARDO DIAZ, Ph.D. (2007-2008)
Miami, Florida

Washington, D.C.

ANDRÉ BIROTTE, JR. (2009)
Los Angeles, California

KATHRYN OLSON (2010-2012)
Seattle, Washington

ILANA ROSENZWEIG (2012-2013)
Chicago, Illinois

BRIAN BUCHNER (2013-2014)
Los Angeles, California
2013 – 2014 NACOLE Board Of Directors

BRIAN BUCHNER
President
Los Angeles, California

ILANA ROSENZWEIG
Immediate Past-President
Singapore

BRIAN CORR
Vice-President
Cambridge, Massachusetts

AINSLEY CROMWELL
Treasurer
Detroit, Michigan

DAWN REYNOLDS
Secretary
Dallas, Oregon

JOYCE M. HICKS
Member-at-Large
San Francisco, California

CHRISTIAN KLOSSNER
Member-at-Large
Washington, D.C.

AVICE EVANS REID
Member-at-Large
Knoxville, Tennessee

CHARLES REYNOLDS
Member-at-Large
Dover, New Hampshire

JAYSON WECHTER
Member-at-Large
San Francisco, California

KAREN U. WILLIAMS
Member-at-Large
Kansas City, Missouri
NACOLE recognizes those individuals, organizations, and agencies whose contributions or accomplishments have helped to further the field of civilian oversight of law enforcement.

Flame Award Recipients

The Flame Award, the Association’s highest honor, recognizes significant long-term contributions to the field of civilian oversight of law enforcement. The following are current and past recipients of this award. The year and location of the annual conference in which they were recognized are also noted.

JOHN W. MACK
Kansas City, Missouri
2014

PHILIP K. EURE
Salt Lake City, Utah
2013

MICHAEL GENNACO
San Diego, California
2012

RICHARD ROSENTHAL
New Orleans, Louisiana
2011

AL LACABE
Seattle, Washington 2010

NUALA O’LOAN
San Jose, California
2007

ANTHONY D. ROMERO
San Jose, California
2007

SAMUEL WALKER
Miami, Florida
2005

JANET RENO
Miami, Florida
2005

MERRICK BOBB
Los Angeles, California
2003
Achievement In / Contribution To Oversight Award Recipients

Both the Achievement in Oversight and the Contribution to Oversight Awards recognize a specific, significant accomplishment or contribution to civilian oversight by an individual, organization, or agency. The following are current and past recipients of this award. The year and location of the annual conference in which they were recognized are also noted.

BRAD LANDER & JUMAANE WILLIAMS
Kansas City, Missouri
2014

PATRISSE CULLORS-BRIGNAC
Kansas City, Missouri
2014

KELLY DAVIS, LIAM DILLON, & DAVE MAASS
Kansas City, Missouri
2014

CENTER FOR JUSTICE
Salt Lake City, Utah
2013

JOHN DAHLBURG, SALLY KESTIN, & JOHN MAINES
Salt Lake City, Utah 2013

ANDRÉ MARIN
San Diego, California
2012

TOM JENNINGS, LAURA MAGGI, BRENDA MCCARTHY, & A.C. THOMPSON
San Diego, California
2012

STATE ASSEMBLYMAN MARK LENO
San Jose, California
2007

STATE SENATOR GLORIA ROMERO
San Jose, California
2007

MARK SCHLOSBERG
San Jose, California
2007

JOHN CREW
Denver, Colorado
2001
Additional Award Recipients

In previous years the Board has chosen to honor certain Board members for long-term, outstanding service to NACOLE. The year and location of the annual conference in which they were recognized are also noted.

CAROL SCOTT
Seattle, Washington
2010

DONALD CASIMERE
Cincinnati, Ohio
2008

ROBIN LOLAR
San Jose, California
2007

ROSE CEJA-ARAGON
Miami, Florida
2005

SUE L. QUINN
Miami, Florida
2005

TERESA GUERRERO-DALEY
Chicago, Illinois
2004

ROBERT AARONSON
Chicago, Illinois
2004

DENISE DEFOREST
Chicago, Illinois
2004

JOE SANDOVAL
Los Angeles, California
2003

DEDE WILHELM
Los Angeles, California
2003

NACOLE FOUNDERS
Cambridge, Massachusetts
2002
# Building Community, Broadening Oversight

The 20th Annual Conference of the National Association for Civilian Oversight of Law Enforcement

## Daily Schedule

### Sunday, September 14th

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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</thead>
<tbody>
<tr>
<td>2:00 p.m.</td>
<td><strong>Community Forum</strong>: Building Community, Strengthening Partnerships</td>
</tr>
<tr>
<td>6:00 p.m.</td>
<td><strong>Opening Reception</strong></td>
</tr>
<tr>
<td>8:00 p.m.</td>
<td><strong>First-Time Attendee, New Member, and Mentoring Program Gathering</strong></td>
</tr>
</tbody>
</table>

### Monday, September 15th

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>7:30 a.m.</td>
<td><strong>Continental Breakfast Begins</strong></td>
</tr>
</tbody>
</table>
| 8:30 a.m.| **General Session**: Welcoming Remarks — Brian Buchner, NACOLE President  
  Additional remarks by:  
  The Honorable Sly James, Mayor, Kansas City, MO  
  Alvin L. Brooks, President, Board of Police Commissioners, Kansas City, MO  
  I. Pearl Fain, Executive Director, Office of Community Complaints, Kansas City, MO  
  Deputy Chief Randall Hundley, Kansas City Police Department, Kansas City, MO |
| 8:45 a.m.| **General Session**: Featured Speaker, Ronald L. Davis, Director, United States  
  Department of Justice COPS Office |
| 10:30 a.m.| **General Session**: How History and Politics Created Oversight: The Kansas City Story |
| 12:00 p.m.| **Lunch on Your Own**                                                 |
| 1:45 p.m.| **Concurrent Session**: Policing Officer-Involved Domestic Violence |
| 1:45 p.m.| **Concurrent Session**: Legal Updates                                 |
| 3:30 p.m.| **Concurrent Session**: Oversight’s Role in Police Training           |
| 3:30 p.m.| **Concurrent Session**: Legal Forecast                                |
| 6:00 p.m.| **Scholarship Fundraiser**: Dinner at Kansas City’s Own Gates Bar-B-Q  
  Please meet in the hotel lobby at 5:45 p.m. for transportation |
### Tuesday, September 16th

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

### Wednesday, September 17th

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>7:30 a.m.</td>
<td>Continental Breakfast Begins</td>
</tr>
<tr>
<td>8:30 a.m.</td>
<td><strong>Concurrent Session:</strong> The Challenges and Triumphs of Developing a Civilian-Led Prosecution Unit</td>
</tr>
<tr>
<td>8:30 a.m.</td>
<td><strong>Concurrent Session:</strong> On-Body Cameras: Developing the Right Policy for Your Community</td>
</tr>
<tr>
<td>10:15 a.m.</td>
<td><strong>Concurrent Session:</strong> Measuring Law Enforcement Performance</td>
</tr>
<tr>
<td>10:15 a.m.</td>
<td><strong>Concurrent Session:</strong> Mediating the Hard Cases</td>
</tr>
<tr>
<td>12:00 p.m.</td>
<td>Lunch on Your Own</td>
</tr>
<tr>
<td>1:45 p.m.</td>
<td><strong>Concurrent Session:</strong> Citizen Oversight in Jails and Prisons: Common Issues in the Investigation, Monitoring and Review of Inmate Complaints and Grievances</td>
</tr>
<tr>
<td>1:45 p.m.</td>
<td><strong>Concurrent Session:</strong> Cultural Competencies: Working with LGBTQ Victims of Police Misconduct</td>
</tr>
<tr>
<td>3:30 p.m.</td>
<td><strong>NACOLE Annual Membership Meeting &amp; Elections</strong></td>
</tr>
<tr>
<td>6:30 p.m.</td>
<td><strong>Sankofa Reception, Kemper Museum of Contemporary Art</strong></td>
</tr>
</tbody>
</table>
### Thursday, September 18th

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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</thead>
<tbody>
<tr>
<td>7:30 a.m.</td>
<td>Continental Breakfast Begins</td>
</tr>
<tr>
<td>8:30 a.m.</td>
<td><strong>Concurrent Session: How to Manage Media Interviews</strong></td>
</tr>
<tr>
<td>8:30 a.m.</td>
<td><strong>Concurrent Session: Accountability at 2:00 AM: Oversight’s Role in a Progressive Police Culture</strong></td>
</tr>
<tr>
<td>10:15 a.m.</td>
<td><strong>General Session: Strategies to Address the Practice and Perception of Biased Policing: A Multi-Tiered Perspective</strong></td>
</tr>
<tr>
<td>11:45 a.m.</td>
<td>Conference Concludes: <em>Closing Remarks – NACOLE President</em></td>
</tr>
</tbody>
</table>
Core Competencies for Civilian Oversight Practitioners

NACOLE is committed to providing practitioners of oversight with the resources to develop the knowledge and skills needed to for success. With this in mind, NACOLE adopted the Core Competencies for Civilian Oversight Practitioners to provide guidance for self-study as well as a structure to ensure that the Annual NACOLE Conference provides quality training in these key areas. These competencies were developed with input from the Board of Directors and NACOLE members, and serve as a guideline for training as well as a rubric for conference planning and other organizational tasks.

Civilian Oversight of Law Enforcement
• Models
• History
• Current Trends
• Theories, Standards, and Practices

Investigations
• Basic investigative skills and techniques in the following areas (not an exhaustive list):
  o Interviewing
  o Writing clear, concise, well-organized, and thorough investigative reports
  o Communication
  o Planning
  o Collection and preservation of evidence
  o Conducting independent and objective investigations
• Review and/or Audit of Internal Investigations
  o Using matrices, timelines, and relational database software to organize and conduct timely and thorough reviews of investigations
  o Basic auditing principles (Yellow Book)

The Public and Transparency
• Community Outreach
  o Holding meetings and keeping stakeholders informed
  o Receiving and processing stakeholder input
• Public Reporting
  o Tools/methods for making reports available to the public
  o Media relations
  o Public speaking

Law
• United States Constitution
• Important/Relevant Case Law for Civilian Oversight (not an exhaustive list):
  o Terry v. Ohio (1968)
  o Cleveland Board of Education v. Loudermilk (1985)
  o Garrity v. New Jersey (1967)
• Peace Officer’s Bills of Rights/Labor law
• Public Records Acts
• HIPAA
• Ethics of law enforcement and oversight
Policing/Law Enforcement Policies and Procedures
- Understanding of the criminal justice system/process, including basic policing models and tactics
- Technology
- Use of force (non-, less-, and lethal-force)
- Community policing
- Police accountability mechanisms (e.g., early intervention systems) and internal/external review
- Jail procedures

Remediation and Discipline
- Mediation
- Education-based discipline
- Early warning systems
- Disciplinary process including arbitration/grievance/appeal rights of officers and role of the police union in the disciplinary process

Core Competencies and the Annual Conference
In an effort to make the core competencies applicable to the training that NACOLE provides and the practice of oversight, we have created a grid that that lists the core competencies addressed at each conference session. This will allow all attendees to plan their schedule according to the areas they feel best suit their current training needs.

Core competencies that will be addressed in each session are also included in the session details section of this binder.
<table>
<thead>
<tr>
<th>Session</th>
<th>Session Title</th>
<th>Remediation/Law Enforcement Policies and Procedures</th>
<th>Policing/Law Enforcement Policies and Procedures</th>
<th>Civilian Oversight of Law Enforcement</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Featured Speaker, Ronald L. Davis, Director, U.S. Department of Justice COPS Office</td>
<td>✅</td>
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<td>2</td>
<td>How History and Politics Created Oversight: The Kansas City Story</td>
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<td>3</td>
<td>Police Officer-Involved Domestic Violence</td>
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<tr>
<td>4</td>
<td>Legal Updates</td>
<td>✅</td>
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<tr>
<td>5</td>
<td>Oversight's Role in Police Training</td>
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<tr>
<td>6</td>
<td>Planning &amp; Prioritizing Investigations</td>
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<tr>
<td>7</td>
<td>Legal Forecast</td>
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<td>8</td>
<td>Use of Force: Development of Effective, Constitutional Policies and Examining Contemporary Issues</td>
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<td>9</td>
<td>How to Develop and Strengthen an Effective Oversight Agency</td>
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<td>10</td>
<td>Using Litigation Data to Enhance Police Accountability</td>
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<td>11</td>
<td>International Perspectives in Oversight</td>
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<td>12</td>
<td>Life Under the Consent Decree in Seattle</td>
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<td>13</td>
<td>The Challenges and Triumphs of Developing a Civilian-Led Prosecution Unit</td>
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<tr>
<td>14</td>
<td>Building Community Through the Kansas City Police Department Spanish Immersion Program</td>
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<tr>
<td>15</td>
<td>Body Camera Workshop</td>
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<td>16</td>
<td>Measuring Law Enforcement Performance</td>
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<td>17</td>
<td>Mediating the Hard Cases</td>
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<tr>
<td>18</td>
<td>Citizen Oversight in Jails and Prisons</td>
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<td>19</td>
<td>Cultural Competencies: Working with LGBTQ Victims of Police Misconduct</td>
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<td>20</td>
<td>How to Manage Media Interviews</td>
<td>✅</td>
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<td>21</td>
<td>Oversight's Role in a Progressive Police Culture of Biased Policing</td>
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<tr>
<td>22</td>
<td>Strategies to Address the Practice and Perception of Biased Policing</td>
<td>✅</td>
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</table>
Conference Session Summaries and Details

Sunday, September 14th

2:00 p.m. – 4:00 p.m.
Community Forum: Building Community, Strengthening Partnerships
In keeping with the 2014 conference theme of “Building Community, Broadening Oversight,” the NACOLE Board of Directors and Kansas City’s Office of Community Complaints are pleased to offer an opportunity for the Kansas City community and conference attendees to meet to discuss oversight and hot-button policing issues. During this session, community activists, police department members, and others involved in all aspects of oversight in Kansas City will be available to answer questions and engage in a lively discussion.

Facilitators:
• Eduardo I. Diaz, Ph.D., Past-President, NACOLE, Miami, FL
• Karen U. Williams, Senior Legal Analyst, Office of Community Complaints, Kansas City, MO

6:00 p.m. – 8:00 p.m.
Opening Reception
Please join us at the Marriott Country Club Plaza as we welcome attendees to the 20th Annual NACOLE Conference. Welcoming remarks will be made and the Annual Gift in honor of our conference speakers will be presented to the Second Chance Risk Reduction and Resource Center. Second Chance is an offender re-entry program established in 2008 as a crime prevention and public safety strategy by focusing on minimizing the high-risk factors of individuals who have been assessed as most likely to commit new criminal offenses after release from prison custody.

8:00 p.m. – 9:00 p.m.
First-Time Attendee, New Member, and Mentoring Program Gathering
NACOLE wishes to welcome all new members and first-time attendees to our conference. In that regard, NACOLE’s Membership and Outreach Committee and Professional Mentoring Program are hosting an informal get-together and information session on Sunday evening beginning at 8:00 p.m. The group will meet in the main hotel lobby and walk to dinner where, in a relaxed and casual setting, individuals can get to know one another and learn more about NACOLE and its activities. This is also an opportunity for long-time NACOLE members to learn about the work you are doing in your own communities. We hope that you will join us.
Monday, September 15th

7:30 a.m. – 8:30 a.m.
Continental Breakfast

8:30 a.m. – 8:45 a.m.
(General Session)
Welcoming Remarks - Brian Buchner, NACOLE President
Additional Remarks By:
The Honorable Sly James, Mayor, Kansas City, MO
Alvin L. Brooks, President, Board of Police Commissioners, Kansas City, MO
I. Pearl Fain, Executive Director, Office of Community Complaints, Kansas City, MO
Deputy Chief Randall Hundley, Kansas City Police Department, Kansas City, MO

8:45 a.m. – 10:15 a.m.
Session I (General Session)
Featured Speaker
Ronald L. Davis, Director, U.S. Department of Justice COPS Office
Ronald L. Davis was appointed by Attorney General Eric Holder in November of 2013 to head the Office of Community Oriented Policing Services (COPS Office) of the U.S. Department of Justice (DOJ). The COPS Office is responsible for advancing community policing nationwide and supporting the community policing activities of state, local, and tribal law enforcement agencies. To date, the COPS Office has invested more than $14 billion to fund the hiring of more than 125,000 officers and deputies and to provide a variety of knowledge resources including publications, CDs, training, technical assistance, conferences, and webcasts.

Director Davis’ appointment follows eight years of serving the City of East Palo Alto as Chief of Police. Before becoming Chief, Davis served 20 years with the Oakland Police Department where he rose to the rank of Captain and served in assignments including Police Academy Director, Criminal Investigations Commander, Patrol Commander, and Inspector General.

*Core Competencies Addressed: Policing/Law Enforcement Policies & Procedures

10:30 a.m. – 12:00 p.m.
Session II (General Session)
How History and Politics Created Oversight: The Kansas City Story
Kansas City, Missouri has a long and storied past when it comes to politics and policing. From Prendergast, Prohibition, and political machines to state control, the Kansas City Police Department (KCPD) is now the only police force in the nation that is controlled by state, rather than local, officials. In this session, attendees will hear about the unique history of what prompted state control of the KCPD, the creation of the Board of Police Commissioners, the establishment of the Office of Community Complaints in 1969, and how the Office of Community Complaints handles complaints against the KCPD.

Speakers:
• Merrell R. Bennekin, Deputy Executive Director, Office of Community Complaints, Kansas City, MO
• Alvin L. Brooks, President, Board of Police Commissioners, Kansas City, MO
• Dr. John Hamilton, Retired Major, KCPD; Professor of Criminal Justice, Park University, Parkville, MO
• Sidney Willens, Attorney, Kansas City, MO

*Core Competencies Addressed: Civilian Oversight of Law Enforcement
12:00 p.m. – 1:30 p.m.
Lunch on Your Own

1:45 p.m. – 3:15 p.m.
Session III (Concurrent Session)
Policing Officer-Involved Domestic Violence
Domestic violence committed by police officers poses significant challenges to law enforcement, the agencies charged with overseeing it, the public, and victims of police-perpetrated domestic violence.

Research suggests that police officers may be more likely to commit domestic violence than the general population, although many cases of it may go unreported. Some studies have found that at least 40 percent of police officer families experience domestic violence compared to 10 percent of families in the general population. Another found that domestic violence is two to four times more common among police families than American families in general.

In 1999, the International Association of Chiefs of Police (IACP) released a model policy for responding to officer-involved domestic violence (OIDV). That policy was updated in 2003. Yet only a quarter of the 56 largest city and county police departments that responded to a recent survey by the New York Times and PBS’s Frontline have a distinct OIDV policy. In addition to concerns about the lack of policies nationwide addressing OIDV, there have long been concerns – and evidence to support these concerns – that OIDV has been treated more leniently than other forms of misconduct. This panel of experts in policing, OIDV, journalism, and civilian oversight will discuss issues including: the unique vulnerability of victims of OIDV, the importance of establishing OIDV policies and procedures, discipline, the code of silence, legal implications (Lautenberg Act), and the role for civilian oversight and the media in identifying, investigating, and preventing OIDV.

Speakers:
- Scott Ando, Chief Administrator, Independent Police Review Authority, Chicago, IL
- Sarah Cohen, Reporter, New York Times, New York, NY
- Dottie Davis, Former Deputy Chief, Fort Wayne Police Department, Fort Wayne, IN

Moderator
- Brian Buchner, Special Investigator II, Office of the Inspector General, Los Angeles Police Commission; President, NACOLE, Los Angeles, CA

*Core Competencies Addressed: Investigations, Law, Policing/Law Enforcement Policies and Procedures, Remediation and Discipline

1:45 p.m. – 3:15 p.m.
Session IV (Concurrent Session)
Legal Updates
The panel will provide an overview of recent and pending court decisions that are relevant to oversight. Participants will hear from recognized legal experts about how courts are interpreting constitutional principles in reviewing cases involving stops and frisks, detentions, arrests, and uses of force. Also covered will be employment law developments and how courts view the use of cell phones and social media to record and report police conduct.

Speakers:
- Timothy Mygatt, Special Counsel, U.S. Department of Justice Civil Rights Division, Washington, D.C.
- Ezekiel Edwards, Director, Criminal Law Reform Project, American Civil Liberties Union, New York, NY

*Core Competencies Addressed: Law
3:30 p.m. – 5:00 p.m.  
Session V (Concurrent Session)  
Oversight’s Role in Police Training

Police oversight agencies can play an important role in recommending changes to police training. Often serving as a bridge between the public and law enforcement, police oversight agencies are uniquely positioned to understand the complexity of individual police misconduct complaints and areas of potential training and policy reform. While many civilian oversight agencies recommend changes to police procedures and training, less frequently do civilian oversight agencies partner with law enforcement agencies to design and provide this training. During this workshop, the two panelists will discuss their experiences in designing police training. They will use video excerpts to illustrate police training they have developed and police encounters that provided the impetus for training.

The goal of the workshop is to provide a lively forum where the audience and presenters can exchange ideas about 1) the risks and advantages of involving civilian oversight agencies in police training; 2) topics or areas of expertise civilian oversight agencies can offer; and 3) resources and strategies for designing and developing police training.

Speakers:
- Michael Gennaco, Principal, OIR Group, Los Angeles, CA
- Samara Marion, Attorney & Policy Analyst, Office of Citizen Complaints, San Francisco, CA

*Core Competencies Addressed: Civilian Oversight of Law Enforcement, Policing/Law Enforcement Policies and Procedures

3:30 p.m. – 5:00 p.m.  
Session VI (Concurrent Session)  
Legal Forecast

Presenters will discuss specific emerging legal trends that affect policing issues and the work of civilian oversight practitioners, and the case law that is driving those trends. They will discuss their interest in and perspective on select issues, describe how the issues may spread into workshop attendees’ jurisdictions, and share insights on the role attendees can play in their own communities.

Speakers:
- Scott Greenwood, CEO, Greenwood & Streicher, LLC; General Counsel, American Civil Liberties Union, Cincinnati, OH
- Jude Volek, Trial Attorney, Special Litigation Section, U.S. Department of Justice Civil Rights Division, Washington, D.C.

*Core Competencies Addressed: Law

6:00 p.m. – 8:00 p.m.  
Annual Conference Scholarship Fundraiser: Dinner at Kansas City’s Own Gates Bar-B-Q

Join us for an event to raise money for the NACOLE Annual Conference Scholarship Fund. Participants will get to know each other while enjoying dinner at a Kansas City original in a town celebrated for its barbecue. Gates Bar-B-Q is a family restaurant established in 1946 and is known around the country for its family recipe.

**IMPORTANT: This event is SOLD OUT. A ticket is required to attend.**

For those who purchased advanced tickets only, please meet in the hotel lobby at 5:45 p.m. for transportation
Tuesday, September 16th

7:30 a.m. – 8:30 a.m.
Continental Breakfast

8:30 a.m. – 10:00 a.m.
Session VII (Concurrent Session)
Planning & Prioritizing Investigations
This scenario-based, audience participation exercise will focus on the nuts and bolts of planning an investigation of a complaint against a police officer, prioritizing tasks, and effectively using available tools and resources.

Following a brief introduction, attendees will be divided into workgroups that create investigation plans for one or more complaints against police. The presenters will simulate the progress of a real investigation by providing additional information and evidence in response to requests from participants. The new materials may uncover evidentiary or legal issues that will change the priority of remaining tasks and the allocation of resources, demonstrating how investigative plans must be modified as an investigation proceeds.

Facilitators:
• Mona Andrews, Chief Investigator, Office of Police Complaints, Washington, D.C.
• Jayson Wechter, Investigator, Office of Citizen Complaints, San Francisco, CA

*Core Competencies Addressed: Investigations

8:30 a.m. – 10:00 a.m.
Session VIII (Concurrent Session)
Use of Force: Development of Effective, Constitutional Policies, and Examining Contemporary Issues
This training will focus on ensuring effective and constitutional policies, training, and investigation standards relating to Use of Force and Use of Force Investigations. We will examine standards found in generally accepted police practices that should be found in contemporary police agencies throughout the country. The training will focus on use of force in general, use of the electronic control weapon, and responses to officer-involved shootings. In addition to examining proper policy standards, the training will examine contemporary issues facing law enforcement in these topic areas.

Speaker:
• Eric Daigle, Principal, Daigle Law Group, LLC, Southington, CT

*Core Competencies Addressed: Investigations, Policing/Law Enforcement Policies and Procedures

10:15 a.m. – 11:45 a.m.
Session IX (Concurrent Session)
How to Develop and Strengthen an Effective Oversight Agency: Lessons Learned from Small Agencies that Have Managed to Survive
This hands-on program will engage participants, working in small groups, in problem-solving activities related to civilian oversight of law enforcement. Using actual scenarios experienced by oversight agencies in the United States, facilitators will guide individual small group discussions on tactics that can be applied to address real-life oversight
problems. The small groups will be assigned specific tasks to address topics such as: overcoming inadequate legal authority; dealing with understaffing or undertrained staff or volunteers; overcoming resistance to oversight from police management or political factions within the community; achieving effective interdepartmental communications; developing teamwork within divided or burnt-out review panels; and making effective disciplinary or policy recommendations. Small group participants will then share their insights in a roundup of ideas.

Those attending this session will learn how to gain and retain the public support necessary to strengthen an oversight agency when gaps in the system become apparent. They will also learn how to recruit and retain valuable volunteers to supplement small staffs, how to work with the media when no one in the City seems to be listening to you, and how to plan effective training for volunteer boards and staff.

Facilitators:

- Cristina Beamud, Executive Director, Civilian Investigative Panel, Miami, FL
- Tim Burns, Police Ombudsman, Office of Police Ombudsman, Spokane, WA
- Joseph Lipari, Administrator, Citizen Review Board, Syracuse, NY
- Avice Reid, Executive Director, Police Advisory and Review Committee, Knoxville, TN
- Richard Rasmussen, Administrator, Police Civilian Review Board, Salt Lake City, UT

*Core Competencies Addressed: Civilian Oversight of Law Enforcement, Investigations, the Public and Transparency, Policing/Law Enforcement Policies and Procedures*

10:15 a.m. – 11:45 a.m.
Session X (Concurrent Session)
*Using Litigation Data to Enhance Police Accountability*

Police misconduct often leads to lawsuits. Anecdotally, we sense these lawsuits can be very costly, but little has been done to use data on these lawsuits, and their costs, as a means of assessing police performance. What does this litigation tell us about police misconduct? How much do these suits cost the defendant cities and individual officers? This panel will attempt to shed light on this crucial issue. Dr. Mark Iris will detail the very costly payments for police suits in Chicago over the past seven years. These comprehensive costs are broken down by categories including wrongful convictions, civil rights, police pursuits, etc. He will also discuss how Chicago’s experience may or may not be similar to that of other cities. Professor Joanna Schwartz will discuss the value of collecting and using lawsuit settlement and judgment payment information as a tool for assessing police performance, and the practical obstacles involved in securing these data. She will also focus on individual officers’ liability exposure. How often do the accused officers have to pay a share of settlements and judgments out of their own pockets? Both Dr. Iris and Professor Schwartz will address key issues in collecting and analyzing these data. Finally, Peter Holmes, from his perspective as the City Attorney for Seattle, will respond, discussing how litigation and its costs affect municipal officials and policies.

Attendees of this session will learn: what types of data on police litigation are available; how police departments, auditors, and other government officials can use lawsuit data to measure police performance; how to use risk analysis in calculating the true cost of constitutional policing; and what Chicago’s lawsuit data reveals about performance in that jurisdiction. Panelists will also discuss obstacles that may be encountered by auditors and researchers in accessing these data.

Speakers:

- Peter Holmes, City Attorney, Seattle, WA
- Dr. Mark Iris, Lecturer, Northwestern University, Evanston, IL
- Joanna Schwartz, Assistant Professor, UCLA School of Law, Los Angeles, CA

*Core Competencies Addressed: Civilian Oversight of Law Enforcement, the Public and Transparency*
12:00 p.m. – 1:30 p.m.
Keynote Luncheon
Madeline deLone, Executive Director, Innocence Project
Maddy deLone became the Executive Director of the Innocence Project in March of 2004. Before joining the Innocence Project, Ms. deLone was an attorney with the Prisoners’ Rights Project of the Legal Aid Society, a Skadden Fellow and staff attorney with Children’s Rights, Inc., and a law clerk to the Honorable Robert W. Sweet.

1:45 p.m. – 3:15 p.m.
Session XI (General Session)
International Perspectives in Oversight
In 1993, members of the United States delegation to the International Association for Civilian Oversight of Law Enforcement (IACOLE) met to discuss issues relating to police oversight in the U.S. By 1995, Articles of Incorporation and preliminary By-Laws were approved to create NACOLE, with a focus on oversight in this country. While IACOLE no longer exists, NACOLE’s roots in the international organization resulted in a continuing relationship with people around the world working to enhance civilian oversight. Over the years, NACOLE conference attendees have included representatives from many countries outside the U.S., including Australia, Canada, Ireland, Jamaica, Mexico, Nigeria, Northern Ireland, Norway, South Africa, and Trinidad & Tobago. NACOLE and the Canadian Association for Civilian Oversight of Law Enforcement (CACOLE) recently entered into a partnership to advance shared principles and practices of oversight. NACOLE also has supported the work of Kathryn Olson and Barbara Attard (NACOLE members and past presidents) in their efforts to extend the reach of oversight through a grant from the Eurasia Foundation Rule of Law and Community Working Group under the U.S.-Russia Social Expertise Exchange. In addition, due to the natural alignment and overlap of missions, NACOLE has developed a symbolic partnership with Altus Global Alliance in which they have agreed to support each other’s organization.

As oversight continues to evolve, in and outside of the U.S., it is important to continually learn about international efforts to build accountability and transparency in policing. This panel will bring together representatives from Jamaica, the Kingdom of Bahrain, and Russia to discuss the unique and shared challenges in providing oversight of law enforcement in each panelist’s home country.

Speakers:
- Nawaf Al Ma’awdah, Ombudsman, Bahrain Ministry of Interior, Manama, Kingdom of Bahrain
- Konstantin Baranov, Coordinating Council of the International Youth Human Rights Movement, Russia
- Justin Felice, OBE, Chief Technical Director, Ministry of Finance and Planning, Financial Investigations Division, Kingston, Jamaica

Moderator:
- Kathryn Olson, Change Integration Consulting, LLC, Sammamish, WA

*Core Competencies Addressed: Civilian Oversight of Law Enforcement*

3:30 p.m. – 5:00 p.m.
Session XII (Concurrent Session)
Life under the Consent Decree in Seattle
In September 2012, a consent decree was entered into between the U.S. Department of Justice and the City of Seattle. The decree resulted from the government’s findings, announced in late 2011, that the Seattle Police Department ("SPD") had engaged in a pattern or practice of excessive force that violates the Constitution and federal law. The investigation also raised serious concerns that some SPD policies and practices, particularly those related to pedestrian encounters, could result in discriminatory policing. With a Monitor appointed in October 2012, the SPD has been living under the consent decree for nearly two years.
This session will explore the successes, challenges, and lessons learned during the implementation of the Seattle decree. The panel, representing a cross-section of stakeholders, will discuss the implementation of critical new policies on use of force, stops and frisks, bias-free policing, crisis intervention, and performance mentoring. It will explore issues related to the authority of internal affairs under a civilian director, the implementation of new technology, and the role of the community. A question-and-answer period will allow attendees to solicit the panel's insights into the lessons from Seattle that can be applied elsewhere.

Speakers:
- Merrick Bobb, President and Executive Director, Police Assessment Resource Center, Los Angeles, CA
- J. Michael Diaz, Assistant United State Attorney, Western District of Washington, Seattle, WA
- Peter Holmes, City Attorney, Seattle, WA
- Fé Lopez, Director, Community Police Commission, Seattle, WA
- Pierce Murphy, Director, Office of Professional Accountability, Seattle, WA
- Timothy Mygatt, Special Counsel, U.S. Department of Justice Civil Rights Division, Washington, D.C.

Moderator:
- Matthew Barge, Deputy Director, Police Assessment Resource Center, Los Angeles, CA

*Core Competencies Addressed: Civilian Oversight of Law Enforcement, Investigations, Policing/Law Enforcement Policies and Procedures*

3:30 p.m. – 5:00 p.m.
Session XIII (Concurrent Session)
**Building Community through the Kansas City Police Department’s Spanish Immersion Program**

The Kansas City, Missouri Police Department (KCPD) Spanish Immersion Program was first implemented in 2007 to assist the KCPD in addressing the language barriers that were occurring with the growing Hispanic community. As the eighth Spanish Immersion Program wraps up, the result is far greater than ever imagined. Twenty department members from various assignments are placed on special assignment for ten weeks to learn Spanish. In the course of those ten weeks, an instructor from Mexico teaches the equivalent of four college semesters of Spanish. Each day consists of four hours of classroom instruction, two hours of cultural studies, and two hours for tutoring and testing. Class is held in a predominately Hispanic school, allowing daily interaction with its students. Field trips, guest speakers, and presentations are all built into the program. An added benefit is a one-week break during which participants are assigned to a Hispanic business, organization, or school partner. During that week, the participants will practice their new language skills while bridging communication gaps. This program has accomplished much more than just bridging a communication gap, as trust and partnerships between Hispanic businesses, neighborhoods, and the KCPD have been profoundly impacted. This program could be adapted to many communities and reinforces synergy, trust, partnerships, and positive working relationships between department members and the community.

In this session, the coordinator of the program, two former students of the program, and a community partner will discuss the far-reaching results of this program and how it has improved relations throughout the city.

Speakers:
- Officer Kenneth Allen, East Patrol Division, Kansas City Police Department, Kansas City, MO
- Officer Lynda Hacker, Coordinator, Spanish Immersion Program, Kansas City Police Department, Kansas City, MO
- Sergeant Greg Manning, Supervisor, Central Patrol Division, Kansas City Police Department, Kansas City, MO
- Cecilia Sierra, Latino Services Coordinator, Don Bosco Center, Kansas City, MO

*Core Competencies Addressed: Civilian Oversight of Law Enforcement, the Public and Transparency*
Wednesday September 17th

7:30 a.m. – 8:30 a.m.
Continental Breakfast

8:30 a.m. – 10:00 a.m.
Session XIV (Concurrent Session)
The Challenges and Triumphs of Developing a Civilian-Led Prosecution Unit
In 2012, after the New York City Civilian Complaint Review Board reached an historic agreement with the Mayor’s Office, the City Council, and the NYPD the Administrative Prosecution Unit ("APU") of the New York City Civilian Complaint Review Board was born. However, the APU's development did not occur overnight. Participants who attend this presentation will learn about the bumps, bruises, and triumphs of developing this never-been-done-before unit.

Speakers:
- Tracy Catapano-Fox, Esq., Executive Director, Civilian Complaint Review Board, New York, NY
- Nicole S. Junior, Esq., Prosecutor, Civilian Complaint Review Board, New York, NY
- Denis McCormick, Deputy Executive Director of Investigations, Civilian Complaint Review Board, New York, NY

*Core Competencies Addressed: Civilian Oversight of Law Enforcement*

8:30 a.m. – 10:00 a.m.
Session XV (Concurrent Session)
On-Body Cameras: Developing the Right Policy for Your Community
Wearable cameras are becoming increasingly prevalent within the field of law enforcement, and are receiving national attention as a means to both detect and prevent police misconduct and to protect police from baseless claims of misconduct. As the use of these cameras is increasing, the discussion has moved beyond initial questions about cost and technical capacity (which were discussed in a workshop at the San Diego NACOLE conference and addressed by one manufacturer of these cameras at the Salt Lake City NACOLE conference), and on to concerns about the policies governing the use of wearable cameras. Important questions have arisen related to the use of the devices, such as: whether the public should be informed they are being recorded, what level of access officers and the public have to the recordings, how long the video is preserved, what it can be used for, and what situations require the cameras be activated. This workshop will seek to present several of these issues, and the various concerns that arise from interested parties. The ultimate goal of the workshop is to equip attendees to return to their communities prepared to get involved as stakeholders in the creation, implementation, amendment, and oversight of these policies.

Speakers:
- Christian J. Klossner, Acting Executive Director, Office of Police Complaints, Washington, D.C.
- Lindsay Miller, Research Associate, Police Executive Research Forum, Washington, D.C.
- Jennifer Shaw, Deputy Director, American Civil Liberties Union of Washington, Seattle, WA
- Mark P. Smith, Independent Police Auditor, Bay Area Rapid Transit (BART) District, Oakland, CA

*Core Competencies Addressed: Civilian Oversight of Law Enforcement, Law, the Public and Transparency, Policing/Law Enforcement Policies and Procedures*
Session XVI (Concurrent Session)

Measuring Law Enforcement Performance

The Rampart Scandal at the Los Angeles Police Department rocked the organization to its core in the 1990s, and resulted in a direct oversight by the U.S. Department of Justice in the form of a consent decree and through an independent monitor. The topic of this discussion focuses on how the LAPD faced the challenges of implementing a consent decree mandated audit program, and how government auditing standards served to solidify and produce robust, quality evaluations of the LAPD. Law enforcement performance audits are part of an overall risk management program, wherein law enforcement agencies and/or law enforcement oversight entities can evaluate the systemic condition of a law enforcement organization. These measures can determine whether such policies and procedures are adequate internal controls to address the inherent risks of the law enforcement operations, as well as constitutional policing. The term ‘audit’ is defined under the purview of the US Government Accountability Office, Generally Accepted Government Auditing Standards (§2.10; 2011) as:

Audits that provide findings or conclusions based on an evaluation of sufficient, appropriate evidence against criteria. Performance audits provide objective analysis to assist management and those charged with governance and oversight in using the information to improve program performance and operations, [...] facilitate decision making by parties with responsibility to oversee or initiate corrective action, and contribute to public accountability.

Instituting a law enforcement performance auditing program as a systematic disciplined approach to measure law enforcement operations may enhance the ability to identify areas for improvement, while contemporaneously adding public value to the police organization.

Speakers:

- Jeffry Phillips, Ph.D., Police Performance Auditor IV, Los Angeles Police Department, Internal Audits and Inspections Division, Los Angeles, CA
- Captain Jodi Wakefield, CFS, CRMA, Los Angeles Police Department, Internal Audits and Inspections Division, Los Angeles, CA

*Core Competencies Addressed: Civilian Oversight of Law Enforcement*

Session XVII (Concurrent Session)

Mediating the Hard Cases

Traditionally, there has been a line in the sand that many mediation programs do not cross. Most programs are comfortable mediating disrespectful comments, profanity, hurt feelings and misunderstandings, but when it comes to the “hard” cases – gun pointed, force, racial slurs, stop-question-frisk – most mediation programs leave those allegations to the investigative process. These hard cases have been a staple for the New York City Civilian Complaint Review Board’s (CCRB) mediation program, which has been very successful in mediating them. The Denver Office of the Independent Monitor’s (OIM) mediation program, like many mediation programs, can mediate some “hard” cases, but is precluded from mediating cases that could result in termination or demotion of the subject officer.

While the types of complaints eligible for mediation differ between the two programs, both the CCRB and OIM mediation programs provide tangible benefits to the officers and the complainants, including a mutual understanding between the parties, faster resolution of mediated complaints versus investigated complaints, and greater officer and complainant satisfaction with mediations than with investigations.

This workshop will discuss why and, more importantly, how engaging in the most difficult conversations during mediation can be a better option for addressing the spectrum of cases, even the most difficult of cases. Topics covered will range from the philosophical questions underlying a mediation program, such as what cases should be considered for a mediation program, to the “nuts and bolts” of a mediation program, identifying stakeholders and achieving buy-in.
In addition to this cutting-edge discussion, the workshop will also provide information that can be used by agencies that want to start or expand a mediation program. Program attendees will receive valuable materials such as a comprehensive start-up or expansion checklist, sample agreements, and outreach materials.

Speakers:
- Lisa Grace Cohen, Director of Mediation, Civilian Complaint Review Board, New York, NY
- Nicholas E. Mitchell, Independent Monitor, Office of the Independent Monitor, Denver, CO

Moderator:
- Joyce M. Hicks, Executive Director, Office of Citizen Complaints, San Francisco, CA

*Core Competencies Addressed: Civilian Oversight of Law Enforcement, Remediation and Discipline*

12:00 p.m. – 1:30 p.m.
*Lunch on Your Own*

1:45 p.m. – 3:15 p.m.
*Session XVIII (Concurrent Session)*

**Citizen Oversight in Jails and Prisons: Common Issues in the Investigation, Monitoring, and Review of Inmate Complaints and Grievances**

The closed environment of jails and prisons, and the relative power differential between officers and inmates, may foster conditions that permit acts of misconduct to go unchecked. Although patterns in inmate complaints or lawsuits may serve as indicators of deeper problems with officer conduct, most jails and prisons operate with little external oversight. In this session, panelists from municipal, state, and federal agencies will examine some of the unique obstacles to creating accountability in correctional settings. In particular, staff from Denver’s Office of the Independent Monitor will discuss the importance of an accessible complaint process for inmates and the identification of institutional obstacles to such access. California’s Inspector General will discuss challenges in the monitoring and oversight of use of force by correctional staff. Staff from the Special Litigation Section of the U.S. Department of Justice Civil Rights Division will discuss the lack of transparency in prisons as an impediment to the development of community engagement with ensuring jail and prison accountability. The panel will also provide creative solutions for how each of these challenges can be identified and potentially overcome by practitioners in other oversight agencies around the country.

Speakers:
- Robert Barton, Inspector General, State of California, Sacramento, CA
- Nicholas E. Mitchell, Independent Monitor, Office of the Independent Monitor, Denver, CO
- Jonathan M. Smith, Chief, Special Litigation Section, U.S. Department of Justice Civil Rights Division, Washington, D.C.

Moderator:
- Joseph De Angelis, Assistant Professor, Department of Sociology & Anthropology, University of Idaho, Moscow, ID

*Core Competencies Addressed: Civilian Oversight of Law Enforcement, Investigations, the Public and Transparency*
1:45 p.m. – 3:15 p.m.
Session XIX (Concurrent Session)
Cultural Competencies: Working with LGBTQ Victims of Police Misconduct
Lesbian, gay, bisexual, transgender, queer and questioning (LGBTQ) individuals are targeted by police officers because of real or perceived sexual orientation and/or gender identity. LGBTQ individuals are reluctant to, and often do not, report incidents of police misconduct to civilian oversight agencies because: 1) they are unaware that such civilian oversight agencies exist; 2) they fear being discriminated against by civilian oversight agency staff; 3) they fear that their sexual orientation and/or gender identity will be “outed” to their families, friends, neighbors, landlords, or employers; and, 4) they fear retaliation from law enforcement. In order to address LGBTQ reluctance to file complaints against police officers, civilian oversight agencies must train staff on cultural competency when working with LGBTQ victims as well as perform outreach to LGBTQ communities.

This workshop aims to empower participants with the information and skills necessary to foster productive communication with both LGBTQ victims of police misconduct and local LGBTQ organizations. The workshop’s goals are to: 1) define cultural competence; 2) provide the basic language required to effectively communicate with LGBTQ victims and organizations; 3) explore the unique experiences of LGBTQ victims; 4) identify certain barriers and collateral consequences that may affect LGBTQ victims; 5) figure out ways to build rapport with and encourage enduring cooperation from LGBTQ victims; and, 6) assist civilian oversight practitioners with developing strategic outreach plans. Through a combination of lecture, group discussion, hypothetical analysis, and video viewing, participants will gain the skills necessary for creating safe, open, and respectful environments for LGBTQ complainants throughout the course of civilian oversight investigations and/or prosecutions.

Presenter:
• Nicole Junior, Esq., Prosecutor, Civilian Complaint Review Board, New York, NY

*Core Competencies Addressed: The Public and Transparency

3:30 p.m. – 5:00 p.m.
NACOLE Annual Membership Meeting & Elections

6:30 p.m. – 8:30 p.m.
Sankofa Reception
The Kemper Museum of Contemporary Art
Kemper Museum of Contemporary Art, 4420 Warwick Boulevard, Kansas City, MO 64111

Please join us at the Kemper Museum of Contemporary Art, located directly behind our conference hotel, the Marriott Country Club Plaza, for our annual Sankofa Reception. The Kemper believes that the arts foster exchange, debate, and greater understanding of the human experience. This will provide an appropriate backdrop as we gather to discuss and reflect on all that we have learned and shared over the past several days.

The Crying Giant, 2002
Tom Otterness

Sankofa is a West African symbol and concept that teaches that we must go back to our roots in order to move forward. 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.
Thursday, September 18th

7:30 a.m. – 8:30 a.m.
Continental Breakfast

8:30 a.m. – 10:00 a.m.
Session XX (Concurrent Session)
How to Manage Media Interviews
With the 21st century model of the 24-hour news cycle, it is critical that oversight and police personnel have the ability to handle media interviews “on the spot” with little time to prepare the “perfect” response. When a negative situation occurs, how the interview plays out can have significant ramifications. How do you respond to the reporter with pencil or microphone in hand? This session will address how to deftly handle these interviews in order to ensure that your message is heard while reducing potentially negative ramifications.

Speakers:
- Kelvyn Anderson, Executive Director, Police Advisory Commission, Philadelphia, PA
- Amy Jordan Wooden, President & CEO AJW Consulting, Kansas City, MO
- Robb Yagmin, Media Mentor, PSPR Public Relations, Kansas City, MO

Moderator:
- Ellen LoCurto-Martinez, Political Science Doctoral Candidate, University of Tennessee, Knoxville, TN

*Core Competencies Addressed: The Public and Transparency

8:30 a.m. – 10:00 a.m.
Session XXI (Concurrent Session)
Accountability at 2:00 AM: Oversight’s Role in a Progressive Police Culture
Working with law enforcement leaders who have already embraced a progressive culture can seem like the perfect oversight situation. Given that even the most robust form of oversight does not and cannot reach into every corner of every shift, it is reassuring to think that the values and priorities of healthy oversight are having an influence on officer behavior – even at 2:00 a.m. Accordingly, one of the goals of oversight should be to contribute to a culture of accountability that the entire agency embraces. But are there dangers as well as benefits to oversight that collaborates with the police, instead of simply holding officers accountable?

The presentation will answer that question while exploring how to build and maintain a “collaborative” monitoring relationship. It will focus on two California agencies that have experienced recent and dramatic changes; significantly, both have welcomed outside review as a mechanism toward achieving progressive internal goals. The Burbank Police Department and the Orange County Sheriff’s Department differ in size, challenges, and models of oversight. However, they share recent histories of controversy, challenge, and reform, and they point to many of the same “lessons learned.” The panelists will explain how oversight worked with new leadership in each agency to help instill a mindset of accountability and risk management. While the stories are positive and the reforms impressive, panelists will also address the potential downsides of collaborative oversight, and give their perspectives on how oversight can and should evolve to fit the need of each agency and community.

Speakers:
- Stephen Connolly, Executive Director, Orange County Office of Independent Review, Santa Ana, CA
- Michael Gennaco, Principal, OIR Group, Los Angeles, CA
- Chief Scott LaChasse, Burbank Police Department, Burbank, CA
- Davis Nighswonger, Commander (ret.), Orange County Sheriff’s Department, Santa Ana, CA

*Core Competencies Addressed: Civilian Oversight of Law Enforcement
10:15 a.m. – 11:45 a.m.
Session XXII (General Session)
Strategies to Address the Practice and Perception of Biased Policing: A Multi-Tiered Perspective

With the recent ACLU report finding nationwide racial disparities in marijuana possession arrest rates, and the “stop and frisk” decision in *Floyd v. New York*, the issue of biased policing has come once again to the national forefront. This session will provide an overview of three common approaches to addressing discriminatory policing complaints -- litigation, policy reform, and conflict resolution -- and illustrate how these approaches have been used to combat the practice and perception of biased policing. The panel will consist of an attorney from the American Civil Liberties Union of Maryland (litigation), a staff member from the District of Columbia’s Office of Police Complaints (policy reform), and an official from the Justice Department’s Community Relations Service (conflict resolution). Each panelist will discuss their agency’s respective techniques for resolving community members’ concerns about racial profiling. Because successful investigation and resolution of racial profiling complaints requires an awareness of the applicable legal standards, familiarity with police department policies regarding discrimination and biased policing, and access to appropriate alternative dispute resolution tools, a working knowledge of these three approaches is important for citizen oversight agency staff, as well as others interested in police reform.

Speakers:

- Nusrat Choudhury, Staff Attorney, Racial Justice Program, American Civil Liberties Union, New York, NY
- Gilbert Moore, Deputy Director, U.S. Department of Justice Community Relations Service, Washington, D.C.
- Nicole Porter, Special Assistant, Office of Police Complaints, Washington, D.C.

*Core Competencies Addressed: Civilian Oversight of Law Enforcement, Investigations, the Public and Transparency*

11:45 a.m.
Conference Concludes
Closing Remarks – NACOLE President

Join the growing community of civilian oversight practitioners, law enforcement officials, journalists, elected officials, students, community members, and others working to promote police accountability and transparency and build community trust through civilian oversight.

Become a member of the National Association for Civilian Oversight of Law Enforcement today! For more information please visit www.nacole.org.
Keynote and Featured Speaker Biographies

Keynote Speaker
Maddy deLone

Maddy deLone became the Executive Director of the Innocence Project in March 2004. Before joining the Innocence Project, Ms. deLone was an attorney with the Prisoners’ Rights Project of the Legal Aid Society, a Skadden Fellow and staff attorney with Children’s Rights, Inc., and a law clerk to the Honorable Robert W. Sweet. Prior to becoming a lawyer, she held various administrative and policy positions in New York City involving juvenile justice, public health, and the city jails. She is the editor of the American Public Health Association’s Standards for Health Services in Correctional Institutions (3rd ed). In 2011, Ms. deLone joined the Executive Session on Policing and Public Safety at Harvard University’s Kennedy School of Government, which meets through June 2014.

Ms. deLone is a graduate of Harvard and Radcliffe Colleges, holds a Masters in Health Policy and Management from the Harvard School of Public Health, and is a graduate of New York University School of Law, where she was an Arthur Garfield Hays Civil Rights and Civil Liberties Fellow.

Featured Speaker
Ronald L. Davis

Ronald L. Davis was appointed by Attorney General Eric Holder in November, 2013, to head the Office of Community Oriented Policing Services (COPS Office) of the U.S. Department of Justice (DOJ). The COPS Office is responsible for advancing community policing nationwide and supporting the community policing activities of state, local, and tribal law enforcement agencies. To date, the COPS Office has invested more than $14 billion to fund the hiring of more than 125,000 officers and deputies and provide a variety of knowledge resources including publications, CDs, training, technical assistance, conferences, and webcasts.

Director Davis’ appointment follows eight years of serving the City of East Palo Alto as Chief of Police. Before becoming Chief, Davis served 20 years with the Oakland Police Department where he rose to the rank of Captain and served in assignments including Police Academy Director, Criminal Investigations Commander, Patrol Commander, and Inspector General.

In East Palo Alto, Davis led an organizational reform and community-policing effort that increased public trust and confidence in the police and achieved dramatic crime and violence reductions in a city once dubbed the murder capital of the United States. Over a six-year period, homicides dropped by over 50 percent, overall crime decreased over 20 percent, and police and community relations dramatically improved. Davis also partnered with the California Department of Corrections and Rehabilitation to implement a pilot parole-reentry program that resulted in return-to-custody rates dropping from more than 60 percent to less than 20 percent.

Davis worked closely with the DOJ in the past, serving as a policing expert for the department’s Civil Rights Division. While in this capacity, Davis served on two federal monitoring teams with oversight of police-reform consent decrees between the DOJ and the Washington, D.C., and Detroit Police Departments.

Davis is the co-author of the Harvard University and National Institute of Justice (NIJ) publication, Exploring the Role of the Police in Prisoner Reentry, and the U.S. DOJ publication, How to Correctly Collect and Analyze Racial Profiling Data: Your Reputation Depends on It. He is a contributing author to the Police Executive Research Forum (PERF) publications: Chief Concerns: The Use of Force and Early Release of Prisoners and Its Impact on Police Agencies and Communities in California.

Davis has been a member of the International Association of Chiefs of Police Research Advisory Committee (RAC), the California Endowment Youth Justice Policy Board, the California Board of State and Community Corrections (BSCC) Juvenile Justice Standing Committee, and the prestigious Harvard University and National Institute of Justice Executive Sessions on Policing and Public Safety. He possesses a Bachelors of Science degree from Southern Illinois University (SIU) and he has completed the Senior Executives in State and Local Government Program at Harvard University’s John F. Kennedy School of Government.
Award Recipient Biographies

2014 Flame Award
John W. Mack

John W. Mack, a civil rights icon and community leader in Los Angeles, will receive the NACOLE Flame Award, the Association’s highest honor, in recognition of his significant, long-term contributions to the field of police oversight. Mr. Mack fought tirelessly for decades to fundamentally change the culture of the LAPD - through litigation, advocacy, community and political pressure, and civilian oversight. As a member and two-term President of the LAPD Board of Police Commissioners from 2005 through 2014 he played a major role in helping the LAPD develop and implement significant reforms of its policies, procedures, and investigations concerning biased policing, and helped the Department achieve full compliance with the federal consent decree that had been in place since 2001.

2014 Achievement in Oversight Award
Brad Lander & Jumaane Williams

New York City Council Members Jumaane Williams and Brad Lander will receive NACOLE’s Achievement in Oversight Award for their courage and commitment fighting for the successful passage of the New York City Community Safety Act, two bills that established an independent Inspector General for the New York Police Department and created the first enforceable ban against bias-based profiling by the NYPD - both measures aimed at ending the NYPD’s Stop, Question and Frisk practices.

2014 Contribution to Oversight Award
Kelly Davis, Liam Dillon, & Dave Maass

Kelly Davis and Dave Maass, investigative journalists who write for San Diego City Beat, will receive the NACOLE’s Contribution to Oversight Award for their research and reporting on inmate deaths in San Diego County Jails, which included uncovering deaths unknown to San Diego County’s Citizens’ Law Enforcement Review Board. Liam Dillon, who writes for the Voice of San Diego, will receive this award for his reporting on the many misconduct allegations and cases regarding the San Diego Police Department.

2014 Contribution to Oversight Award
Patrisse Cullors

Patrisse Cullors, an activist, advocate, and artist in Los Angeles will receive NACOLE’s Contribution to Oversight Award for her community organizing in support of reform in the jail and additional powers for civilian oversight of the Los Angeles County Sheriff’s Department. Ms. Cullors founded a grass roots prisoner advocacy group in 2012 and organized The Coalition to End Sheriff Violence in LA Jails, a multiracial group of community organizations and residents, attorneys, clergy and medical providers. She has been a persistent advocate for reform of law enforcement in the County.
NAWAF AL MA’AWDAH

Nawaf Al Ma’awdah became the General Ombudsman for the Ministry of Interior of Bahrain in 2012, and the Chairman of the Prisoner and Detainee Rights Commission in 2013. Before being appointed as the General Ombudsman, Mr. Al Ma’awdah was the General Director of Press and Publication in the Information Affairs Authority (IAA). Prior to that, he held various positions as a Public Prosecutor. He started his career as a Public Prosecutor in the Ministry of Interior in 2001. In 2003, he became a Public Prosecutor in the Ministry of Justice. In 2009, he was appointed as a Chief Public prosecutor, grade (B), equivalent to a Deputy in Higher Court Judge. He was soon promoted in 2010 to a Chief Public Prosecutor, grade (A), equivalent to a Head of a Higher Court Judge. During his career as a prosecutor, Mr. Al Ma’awdah has been a member of the International Association of Prosecutors (IAP) from 2005 to 2010. He has also had an active role in the Parliamentary Elections Committee in 2006 as an Executive Committee Member and in 2010 as a Chief Executive of the Parliamentary Elections Committee.

KENNETH ALLEN

Officer Kenneth Allen has been a member of the Kansas City Missouri Police Department for fourteen years. Since graduating from the academy, he has worked in East Patrol Division as a patrol officer. He has worked approximately ten of those years in the Historic Northeast area, which has a large population of Spanish-speaking immigrants. Officer Allen completed the KCPD’s Spanish Immersion Program in the spring of 2008, and since then has been able to communicate with and better serve the community in which he works. Now bilingual, Officer Allen has made a connection with the Spanish-speaking community, and has been well received as an individual who has made a special effort to build trust through communication and cultural understanding. He is recognized throughout that community as “the one who speaks Spanish.”

KELVYN ANDERSON

Kelvyn Anderson is the Executive Director of Philadelphia’s Police Advisory Commission. He was appointed in January 2013, and has worked for the agency as an investigator and Deputy Director since 2000, specializing in records management, database development, mapping and other web-based tools for oversight. A native of Pittsburgh, Anderson has worked as an investigative reporter covering police, courts, and government; a Private Investigator for attorneys and insurance companies; and as a Congressional aide. A former NACOLE Board member, Anderson is a longtime member of the NACOLE Website and Digital Media Committee and moderator of NACOLE’s email Listserv.

SCOTT M. ANDO

Chief Administrator of the Chicago Independent Police Review Authority (IPRA) Scott M. Ando was appointed to his position by Mayor Rahm Emanuel on February 15, 2014. He originally joined IPRA in 2011 as the 1st Deputy Chief Administrator following a 33-year law enforcement career, which included 28 years of service as a Special Agent with the U.S. Drug Enforcement Administration (DEA) and, prior to that, five years as an investigator and, later, a supervisor with the Bergen County (NJ) Prosecutor’s Office’s Narcotics Task Force.

In 1983, Mr. Ando entered on duty as a Special Agent with DEA and, after graduating from the DEA Academy, was assigned to the Chicago DEA office for his first eight years with the agency. In 1991, Mr. Ando was reassigned to DEA’s Training Academy as an Instructor until 1995, when he was promoted to the position of Supervisory Special Agent in the DEA’s New Orleans office.

In 2003, Mr. Ando was reassigned to DEA Headquarters as an Inspector in the Office of Professional Responsibility, DEA’s equivalent to Internal Affairs, where he conducted investigations of misconduct and corruption on the part of DEA employees. In 2005, Mr. Ando was promoted to the rank of Assistant Special Agent in Charge and assigned to DEA’s Board of Professional Conduct, where he was responsible for reviewing internal investigations, making determinations of fact, and proposing discipline in all cases of sustained employee misconduct, as well as reviewing DEA shooting investigations.
In 2008, Mr. Ando was reassigned to DEA’s Chicago office for the second time in his career, this time as the Assistant Special Agent in Charge of the office. In this assignment, Mr. Ando supervised approximately 100 agents and police officers in a variety of enforcement groups, including Task Force groups focusing on gangs and narcotics, as well as DEA’s offices in central Illinois.

Mr. Ando earned a Bachelor of Science in Criminal Justice in 1979 and a Master of Public Administration in 1988, both from John Jay College of Criminal Justice, City University of New York. He also completed Basic Police Training at the Bergen County Law and Public Safety Institute and was certified as a Police Officer by the New Jersey State Police Training Commission. Mr. Ando has completed executive development and leadership certificate programs at the University of Virginia’s Darden School of Business and Johns Hopkins University’s Division of Public Safety Leadership, as well as Shooting Reconstruction and Officer Involved Shooting Investigations at Northwestern University’s Center for Public Safety.

Mr. Ando is a member of the National Association for Civilian Oversight of Law Enforcement, the International Association of Chiefs of Police, the Association of Inspectors General, the International Law Enforcement Auditors Association, the American Society for Public Administration, Fraternal Order of Police Lodge #1 (Federal – Washington, D.C.), and numerous other organizations.

**MONA G. ANDREWS**

Mona G. Andrews is the chief investigator for the District of Columbia’s Office of Police Complaints. She came to the office in 2005 with 10 years of investigative experience. Prior to joining the agency, Ms. Andrews worked with the Fairfax County, Virginia, Public Defender’s Office as a senior investigator where she investigated major felony cases including capital murder, and also developed and coordinated an undergraduate internship program. In addition, she previously worked as a licensed private investigator, specializing in criminal and missing persons investigations. Ms. Andrews obtained her undergraduate degree in political science and English from Brigham Young University.

**KONSTANTIN BARANOV**

Konstantin Baranov is member of the Coordinating Council of the international Youth Human Rights Movement (YHRM) and currently works as a consultant in projects on defending civil society and fundamental rights in Russia and the Newly Independent States (NIS).

He has also cooperated with other Russian and international human rights NGOs, including the Moscow Helsinki Group, CIVICUS World Alliance for Citizen Participation and Human Rights Watch, in a number of research and advocacy projects. His primary spheres of interest and activity are freedom of association, defense of human rights defenders and confronting xenophobia and intolerance.

**MATTHEW BARGE**

Matthew Barge is the Deputy Director of the Police Assessment Resource Center (PARC). PARC provides independent, evidence-based counsel and research on effective, respectful, and publicly accountable policing to law enforcement agencies, government entities, and community groups. In his current role at PARC, and as Research Analyst and Project Director previously, Mr. Barge has monitored, consulted, or investigated incidents for law enforcement agencies in California; Chicago; Denver; Los Angeles; Mesa, Arizona; New Mexico; the state of New York; Portland, Oregon; and Seattle, among others.

Mr. Barge worked as a litigator at the law firms of Skadden, Arps, Slate, Meagher & Flom and Quinn, Emanuel, Urquhart & Sullivan prior to re-joining PARC as Deputy Director. He also has experience as a staff journalist at Factcheck.org, a nonpartisan political website. Mr. Barge holds a J.D. from N.Y.U., where he served as Executive Editor of the *Journal of Legislation & Public Policy*, and graduated *summa cum laude* and Phi Beta Kappa from Georgetown University with a B.A. in Government.

**ROBERT BARTON**

Robert Barton currently serves as the Independent Inspector General with oversight jurisdiction for the California Department of Corrections and Rehabilitation. Mr. Barton began his career in public service with the Fresno County Sheriff’s Department where he worked in the detention, patrol, undercover narcotics, and bailiff divisions while completing a Bachelor of Science degree in criminology from California State University, Fresno, *summa cum laude*.
in 1984. He then attended UC Davis School of Law from 1985-1988 during which time he worked as a legal intern for the Prison Law Office advocating for the medical rights of inmates. After graduation and passing the California State Bar in 1988, he was hired as a deputy district attorney in Kern County, Bakersfield, California. He specialized in gang and homicide prosecutions, ultimately supervising the Juvenile, Prison crimes, and Gang crimes units from 2000-2005. From 1989 to 2005, he also served as adjunct faculty at Bakersfield College and California State University, Bakersfield. He taught courses in public speaking, media law, introductory and advanced criminal law, gangs and crime, and ethics in criminal justice. He was a volunteer board member of the Kern County Victim-Witness Auxiliary, Community Action Against Drugs and Alcohol Abuse (CAADAA), and the Police Activities League (PAL) working with at-risk youth, as well as an active member of several other community organizations. He was a guest lecturer on various topics for local law enforcement, the California District Attorneys Association, and the National District Attorneys Association. He received the 2000 - Jim Burke, Kern County Humanitarian Award, and was a graduate of the Leadership Bakersfield Class of 2007.

In 2005, he was appointed by Governor Schwarzenegger as the Supervising Assistant Inspector General for the Central Region of California under then Inspector General, Matthew Cate. In 2011, Mr. Barton was appointed by Governor Jerry Brown as the Inspector General for the State of California and confirmed by the State Senate for a 6-year term. Pursuant to Penal Code section 6125 et. seq., his office monitors and reports on various aspects of the California correctional system including: complaint intake, prison rape elimination act protocols, warden candidate recommendations, use of force reviews, contraband surveillance watch, high level internal affairs investigations and discipline cases, inmate medical care, inmate rehabilitation programs, critical incidents within the prisons and retaliation investigations for the 35 state prisons, and 140,000 inmates. This is accomplished with a staff of 100 employees statewide. Mr. Barton attended his first NACOLE conference in Miami in 2005, and has attended several since, including Boise, Salt Lake, and San Diego.

CRISTINA BEAMUD
Cristina Beamud is the Executive Director for the Civilian Investigative Panel in Miami Florida. She was the first Executive Director for the City of Atlanta’s Citizen Review Board and established the civilian oversight system in Eugene, Oregon serving as that city’s first Police Auditor.

Ms. Beamud was born and raised in New York City and attended the State University of New York at Albany. After graduating from Albany, she moved to Rochester, New York and joined the police department as one of the first five women hired as patrol officers in 1976. She worked patrol, investigations, and internal affairs before resigning to attend Northeastern University School of Law. After graduating, she was a prosecutor with the Middlesex District Attorney and specialized in Child Abuse investigations and prosecutions. In 1998, she became the Legal Advisor to the Cambridge Police Department where she represented the Police Commissioner in state and federal courts, trained police officers, participated in community policing and developed policy. In 2006, she became the first Police Auditor in Eugene, Oregon. She then moved to Atlanta where she was the first Executive Director of the Atlanta Citizen Review Board.

During her time as Legal Advisor, she participated in the state-wide task force on racial profiling, the Cambridge Homeless Committee, and participated in the planning of numerous special operations activities, including the Democratic National Convention planning (2004). She has presented at the Georgia Bar Association concerning remedies for constitutional violations and is active with NACOLE, serving on the Professional Standards Committee and the Awards Committee.

MERRELL R. BENNEKIN, J.D.
Merrell R. Bennekin, J.D., is the Deputy Executive Director of the Board of Police Commissioners’ Office of Community Complaints in Kansas City, Missouri. In this role he is responsible for the daily agency operations and facilitation of investigations into allegations of misconduct against members of the Kansas City, Missouri Police Department. Merrell is also a Missouri Peace Officer Standards Training (P.O.S.T.) instructor at the Regional Police Academy in the areas of Mediation, Conflict De-escalation, and Interpersonal Communications. Since 2008 he has worked as an Adjunct Professor, providing instruction in the area of Criminal Justice at the Metropolitan Community College – Penn Valley and Maple Woods campuses.
Merrell, a native of Eatonton, Georgia, received his Bachelor of Arts in English from Morehouse College in 1998, and his Juris Doctor from the University of Illinois, College of Law in 2001. Merrell also completed the University of Kansas Certified Public Manager Program in 2010.

In 2006, Merrell was appointed to the Center School District #58 Board of Education in Kansas City, Missouri. During his initial term in office he served as President from 2007-2010. He briefly left the board at the conclusion of his first term in to focus on personal and professional endeavors, but was re-elected in 2011 and began his third term of office in April 2014.

He is a member of the Kansas City Metro Cares Mentoring Movement Board of Directors, the Kansas City Metropolitan Crime Commission, and serves as presiding chair of the Metropolitan Community Service Program. Merrell is a 2007 graduate of the Greater Kansas City Chamber of Commerce Centurions Leadership Development Program, and served as Polemarch of the Independence Alumni Chapter of Kappa Alpha Psi Fraternity, Incorporated from 2011-2013. He had the honor of serving as Drill Master for the Johnson County Chapter of Jack & Jill of America Inc.’s Annual Beautillion in 2012 and 2013, and is currently a Youth Director at the Swope Parkway Church of Christ.

MERRICK BOBBI
Merrick Bobb is the President and founding Executive Director of the Police Assessment Resource Center (PARC). He was appointed by the United States District Court to monitor the Seattle Police Department pursuant to a consent decree between the City of Seattle and the U.S. Department of Justice. A lawyer, he was the first person to occupy the role of independent police monitor and has become a nationally recognized expert on police oversight and reform. Merrick monitored the Los Angeles County Sheriff’s Department for 22 years and has consulted on law enforcement accountability issues with numerous jurisdictions around the country and with the U.S. Department of Justice.

ALVIN L. BROOKS
Commissioner Alvin L. Brooks is the former Mayor Pro Tem of Kansas City, Missouri and former 6th District at-Large councilman. He was first elected in 1999 and re-elected in 2003. After his first election, Commissioner Brooks was appointed as Mayor Pro Tem by then-Mayor Kay Barnes. Commissioner Brooks has been a consultant to many business executives in the areas of diversity, minority and women matters, and has conducted hundreds of seminars and workshops on the subjects of cultural/racial diversity, religious tolerance and civil rights. In addition, he has spoken at numerous colleges, universities, and high school commencements. Commissioner Brooks frequently presents on topics such as the criminal justice system, crime and violence prevention, community involvement and police-community relations. In 1991, Commissioner Brooks was selected as President of the AdHoc Group Against Crime, a broad based grassroots community organization he founded in Kansas City, Missouri in November 1977. He received national recognition from President George W. Bush in 1989, when he was named one of America’s “1000 Points of Light.” Commissioner Brooks’ professional experience includes: President/Consultant - Movement for Urban Progress (Move Up); Founder/President - AdHoc Group Against Crime; Director of the City of Kansas City Human Relations Department; Assistant City Manager for Kansas City, Missouri; Director - Office of Public Information for Title I Programs; KCMO School District; Officer and Detective, Kansas City, Missouri Police Department. Currently, Commissioner Brooks serves on the Kansas City, Missouri Board of Police Commissioners as the President. He has received numerous awards and honorary degrees throughout his career. Commissioner Brooks holds a Master’s Degree in Sociology and a Bachelor’s Degree in History and Government from the University of Missouri – Kansas City.

BRIAN BUCHNER
Brian Buchner has more than ten years of direct experience working in civilian oversight of law enforcement, during which he has reviewed hundreds of sensitive law enforcement investigations, including those that arise in the aftermath of an officer-involved shooting, in-custody death, or other critical police-involved incident. Currently, Mr. Buchner is a Special Investigator with the Los Angeles Board of Police Commissioners, Office of the Inspector General (OIG). As a Special Investigator, he oversees all aspects of the Los Angeles Police Department’s operations, with a primary focus on ensuring the preservation and institutionalization of Consent Decree reforms, assessing compliance with Department policies and state and federal law, and evaluating the integrity and effectiveness of the Department’s accountability systems. Prior to joining the OIG in 2007, Mr. Buchner was the Policing Specialist at the
Police Assessment Resource Center (PARC), where he assisted Merrick Bobb, former Special Counsel to the Los Angeles County Board of Supervisors and PARC’s Executive Director, in monitoring and critically reviewing the Los Angeles County Sheriff’s Department.

Mr. Buchner is the current president of NACOLE, having been involved with the organization since 2004. He was elected by the membership to the NACOLE Board in 2010, served as Vice-President, and chaired the Website Committee, Professional Standards Committee, Conference Planning Committee (San Diego, 2012; Salt Lake City, 2013), and Finance Committee.

Since 2005, Mr. Buchner has also been a commissioner on the City of Santa Monica’s Social Services Commission (SSC), having served two and a half years as Chair. In addition to serving on the NACOLE board and the SSC, Mr. Buchner is on the board of directors of the Integrated Recovery Network, a nonprofit network of treatment providers, community clinics, and permanent supportive housing organizations in Los Angeles County that serves the needs of homeless people with co-occurring mental illness and addiction.

He has spoken about policing and police oversight issues in a variety of forums, including panels hosted by NACOLE, the American Civil Liberties Union of Southern California, the American Society of Criminology, the Canadian Association for Civilian Oversight of Law Enforcement, the Homicide Research Working Group, the Major Cities Chiefs Association, the National Organization of Black Law Enforcement Executives, the Police Executive Research Forum, the University of California-Los Angeles, and in communities across the country.

Mr. Buchner holds a master’s degree in criminology and criminal justice and a bachelor’s degree in criminal justice.

**TIM BURNS**

Tim Burns is the Police Ombudsman for the City of Spokane Washington and is responsible for providing independent civilian oversight for the city. An accomplished professional, Tim takes a realistic, no-nonsense approach to problem solving and conflict resolution. He has 39 years of experience in Law Enforcement, Neighborhood Preservation, Teaching, Licensed Contracting and Alternative Dispute Resolution. In his time as the Police Ombudsman for the City of Spokane, Tim has achieved a reputation as a resourceful and ethical professional who has worked effectively to strengthen the Police Ombudsman system.

Tim works under the direction of Mayor David Condon and has prescribed authority through the Municipal Code. He meets frequently with elected and appointed officials, the Spokane Police Administration, the Spokane Police Department’s Professional Standards/Internal Affairs Unit, special interest organizations and concerned members of the community.

In addition to being an active member of NACOLE, Tim is also a member of the United States Ombudsman Association (USOA). He received his Bachelor’s Degree in the Administration of Criminal Justice with a minor in Sociology from San Jose State University. He holds a lifetime, part-time, California Junior College Teaching Credential and is a certified Mediator and Oversight Practitioner. He has advanced certifications from the Police Officers Standards and Training Commission (POST) and the California Association of Code Enforcement Officers (CACEO). He has received certification from the California Apartment Association (CAA) as a Certified Residential Manager/Superior Achievement and has a Code Enforcement Credential from the California Association of Building Officials (CALBO). He is also a licensed contractor in the State of California.

**TRACY CATAPANO-FOX, ESQ.**

Tracy Catapano-Fox, Esq., is the Executive Director of the New York City Civilian Complaint Review Board (CCRB), the largest civilian oversight agency in the country. Before leading the CCRB as Executive Director, Tracy served as the Chief Clerk in the Civil Term of the Queens County Supreme Court. As Chief Clerk, Tracy was the highest-ranking, non-judicial officer of the court and assisted the Administrative Judge in supervising the day-to-day operations of the Court. In addition, as Chief Clerk, she managed over 400 non-judicial employees and a $45 million budget. After graduating from Boston College Law School in 1997, Tracy gained a wealth of experience in legal and social issues as an Assistant District Attorney in Queens, New York, a senior litigation associate at a private firm, a court attorney and law clerk in the Queens Supreme Court. Throughout her career, Tracy has received several honors including the Merit Performance Award, the New York State Unified Court System’s highest award.
NUSRAT CHOUDHURY
Nusrat Choudhury is a Staff Attorney in the Racial Justice Program (RJP) of the American Civil Liberties Union (ACLU), where she pursues litigation and advocacy challenging racial profiling and racial discrimination in the criminal justice system. Her current work includes investigations into abusive stop-and-frisk practices and "debtors' prisons"- the illegal arrest and jailing of indigent persons who are too poor to pay criminal justice debt. Ms. Choudhury previously worked for four years as a Staff Attorney in the ACLU National Security Project combating national security policies and programs that target racial, ethnic and religious minorities. Her work included Latif v. Holder, the first systemic, constitutional challenge to the No Fly List; Meshal v. Higgenbotham, a lawsuit contesting the prolonged detention and rendition of a U.S. citizen by U.S. officials in East Africa; lawsuits challenging secrecy over FBI intelligence programs resulting in racial, ethnic and religious profiling; and the “Mapping the FBI campaign,” an effort to expose and address FBI misconduct, abuse, and unconstitutional profiling nationwide. Ms. Choudhury clerked for Judge Barrington D. Parker in the Second Circuit Court of Appeals and Judge Denise Cote in the Southern District of New York, and was previously a Marvin M. Karpatkin Fellow at RJP. She completed her JD at Yale Law School, her MPA at Princeton University’s Woodrow Wilson School of Public and International Affairs, and her BA at Columbia University. She is a recipient of the Paul and Daisy Soros Fellowship for New Americans, and served on the fellowship’s Board of Trustees. She has published in the Yale Journal of Law and Feminism and the Columbia Journal of Gender and Law.

LISA GRACE COHEN
Lisa Grace Cohen is the Director of Mediation and Co-EEO Officer at the New York City Civilian Complaint Review Board, which is responsible for investigating and mediating civilian complaints against members of the New York City Police Department. The CCRB’s mediation program, which coordinates approximately 500 mediation cases a year, is the largest such mediation program in the nation. Before joining the CCRB, Ms. Cohen was the Director of the New York Peace Institute’s Brooklyn Mediation Center and the agency’s former Training Coordinator. She is a certified mediator and arbitrator and an experienced trainer, having conducted numerous mediation, conflict resolution and communication skills trainings. Ms. Cohen is also a Board member and Treasurer for the Association of Conflict Resolution Greater New York Chapter. Ms. Cohen holds a J.D. and BA from Columbia University. Prior to her career in mediation, Ms. Cohen practiced law as an associate at the law firm of Skadden, Arps, Slate, Meagher & Flom LLP and served as Assistant General Counsel at CBS Corporation.

SARAH COHEN
Sarah Cohen is a reporter and editor at The New York Times. She joined the Times in 2012 after serving as a professor of the practice at Duke University and as a reporter and editor at The Washington Post. While at the Post, she shared in the Pulitzer Prize in Investigative Reporting in 2002 and was a nominated finalist for the Pulitzer’s Public Service award in 2007. Along with her work at the Times, she is the vice president of Investigative Reporters and Editors, a 5,000-member educational and training organization for journalists, and teaches in the investigative reporting program at the Columbia Journalism School.

STEPHEN J. CONNOLLY
Steve Connolly is the Executive Director of the Orange County (CA) Office of Independent Review. Since its creation in 2008, OIR has monitored the Orange County Sheriff’s Department, which has 1800 officers and has both patrol and custody responsibilities. OIR has access to the Department’s pending investigations into critical incidents and allegations of officer misconduct. OIR helps ensure that the Department’s own review process is thorough, fair, and effective in terms of both individual accountability and systemic reform.

Mr. Connolly is an attorney whose full-time practice since 2001 has been the civilian oversight of law enforcement. He was one of the original six attorneys who comprised the Office of Independent Review in Los Angeles County. Mr. Connolly has consulted with a number of different police agencies in California, both in monitoring individual cases and in offering recommendations regarding policy, procedure, and risk management.

Mr. Connolly is a graduate of Loyola Law School in Los Angeles.
ERIC P. DAIGLE, ESQ.
Attorney Eric Daigle practices civil litigation in federal and state court, with an emphasis on municipalities and public officials. He focuses on civil rights actions, including police misconduct litigation and employment actions, as well as premises and general tort liability cases.

Mr. Daigle acts as legal advisor to police departments in the State of Connecticut and across the country providing legal advice to law enforcement command staff and officers in the areas of legal liability, policy development, employment issues, use of force, laws of arrest, and search and seizure. His experience focuses on officers’ use of force, specifically in the training, investigation, and supervision of force and deadly force incidents involving law enforcement. He has hosted and participated in seminars focusing on use of force legal standards including investigating force, electronic control weapon usage, and responses to officer-involved shootings. Attorney Daigle is General Counsel for FBI-Law Enforcement Executive Development Association and a member of their instructor cadre teaching Managing Internal Affairs Investigations and Supervisory Liability.

He currently serves as a member of the Independent Monitoring Teams for Oakland (CA) and Niagara Falls (NY) and works as a police practices consultant for law enforcement agencies who are under investigation or under a consent decree by the U.S. Department of Justice. Attorney Daigle is the General Counsel for the New England Tactical Officers Association. He is the Vice Chairman for the International Association of Chiefs of Police (IACP) Legal Officer Section and serves on the IACP Civil Rights Committee. He is a former member of the Connecticut State Police.

DOTTIE L. DAVIS
Dottie L. Davis is the Director of Security for Fort Wayne Community Schools, the second largest school corporation in the State of Indiana, with over 31,000 students and nearly 4,500 employees. She retired in June 2013 after serving thirty-one years and ten months with the Fort Wayne Police Department. She last served as the Director of Training at the Academy and held the rank of Deputy Chief. During her career she received numerous commendations, including two Meritorious Service Citations. Dottie graduated from Purdue University with honors receiving a Bachelor of Science, and certifications in Substance Abuse Counseling and Social Service. In March 2003 she graduated from the National FBI Academy in Quantico, VA. Since 1992, she has been a family violence trainer, and has trained thousands of law enforcement officers, prosecutors, advocates, and judges throughout the nation. The Indiana Coalition Against Domestic Violence (ICADV) named Dottie the 1998 Law Enforcement Officer of the Year, and in 2004 she was the recipient of the Harlene Bartlett award from the ICADV for her continued commitment to victims of family violence. She has spoken at numerous conferences throughout the country, including the National District Attorneys Association (NDAA) Conference on Domestic Violence from 1999 through 2011. In 2006, she received the Stephen L. VonRiesen Lecturer of Merit Award from the NDAA.

Davis has also lectured in Canada for the International Association of Women Police, the Ontario Provincial Police, and VCARS, a victim advocates group. In April 2000 she became involved in implementing the Crisis Intervention Team with the Fort Wayne Police Department to better serve individuals in a mental health crisis with dignity and respect. Due to this work, she has received several awards from the National Alliance on Mental Illness. She is the 2007 recipient of the ATHENA Award given by the Fort Wayne Chamber of Commerce, which is awarded to individuals for “professional excellence, for providing valuable service to their community and for assisting women in their attainment of professional goals and leadership skills.” In 2012, she received the Lifetime Achievement Award from the Rocky Mountain Women in Law Enforcement organization in Colorado. Davis serves as a Board member for Mental Health America in Allen County and the Sexual Assault Treatment Center. She is also an advisory board member for two universities, and sits on numerous committees for both for-profit and non-profit organizations. In 2000, she formed Davis Corporate Training, Inc., a private consulting agency that provides training, keynote speeches, and expert witness testimony in both civil and criminal trials.

JOSEPH DE ANGELIS
Joseph De Angelis is an assistant professor in the Department of Sociology & Anthropology at the University of Idaho, where he teaches courses and conducts research in the areas of policing, corrections, and citizen oversight of law enforcement. Dr. De Angelis recently served as the policy director for the Office of the Independent Monitor (OIM) in Denver, Colorado. In that position, he was responsible for the development and implementation of data-driven evaluations of Denver Police and Sheriff Department policies and practices. Dr. De Angelis also served as an analyst and one of the founding staff members of the Independent Police Review Division in Portland, Oregon.
De Angelis’ work has been published in a wide variety of academic venues, including the *Journal of Criminal Justice, Criminal Justice Policy Review, Police Quarterly*, the *Sage Handbook of Criminological Research Methods, Criminal Justice Review*, and *Policing: An International Journal of Police Strategies and Management*.

**EDUARDO I. DIAZ, PH.D.**

Dr. Eduardo I. Diaz is past President of the Society for the Study of Peace, Conflict and Violence, the Peace Psychology Division of the American Psychological Association, and past president and life member of NACOLE. He is a lifelong member of the Religious Society of Friends (Quakers), with faith community roots in Cuba Yearly Meeting, and is currently active in Southeastern Yearly Meeting (SEYM). He has served Miami Friends Meeting, SEYM, AFSC, FWCC, and other Quaker influenced organizations in a variety of capacities. He is a founder and Lead Facilitator of AVP-Miami, the Alternatives to Violence Project (AVP) Local Chapter in Miami-Dade County. He and his wife, Dr. Clara Logan Diaz, lead a very busy “retired” life, doing volunteer work and being the loving grandparents of seven incredible grandchildren.


**J. MICHAEL DIAZ**

J. Michael (“Mike”) Diaz is an Assistant United States Attorney and the Civil Rights Program Coordinator for the Civil Division of the United States Attorney’s Office for the Western District of Washington. He has investigated and/or prosecuted a wide variety of civil rights matters in coordination with the U.S. Department of Justice Civil Rights Division, including with the Disability Rights, Educational Opportunities, Employment Litigation, Federal Compliance and Coordination, Housing and Civil Enforcement, and Special Litigation Sections of that Division. He has been on faculty at the U.S. Department of Justice National Advocacy (Training) Center, presenting on civil rights enforcement in the civil law context. Mike has been the lead line attorney on the *United States v. City of Seattle* (SPD) matter since its inception in 2010.

**JUSTIN FELICE**

Prior to moving to Jamaica, Mr. Felice was the Senior Director of Investigations at the Police Ombudsman’s Office in Northern Ireland a position he has held since 2002. He had over 120 staff investigating police complaints, abuses including the use of force, allegations of police collusion and police corruption.

Mr. Felice was a senior police officer serving with the Lancashire Constabulary, one of the largest in the United Kingdom, covering a major part of the north of England. His work there predominantly involved intelligence-led proactive police operations as part of investigations into terrorism and other serious crime.

During his career Mr. Felice’s policing commands have included Counter Terrorism, Serious Crime, Criminal Investigations, Professional Standards, Operations, Intelligence and Counter Corruption.

Whilst serving the Jamaica Constabulary Force, Mr. Felice was the Assistant Commissioner of the Anti-Corruption Branch. He joined the police force in Jamaica in September 2007, bringing with him over 30 years of policing and civilian oversight experience in Great Britain and Northern Ireland.

On August 1, 2012, Mr. Felice transferred from the Jamaica Constabulary Force (JCF) to the Ministry of Finance and Planning, assuming the position of Chief Technical Director, Financial Investigation Division.

He has been the chairman of the Association of Chief Police Officers Counter Corruption Advisory Group, with a responsibility for developing control strategies to protect the Police Service from corruption and unethical behavior.

**MICHAEL J. GENNACO**

Mr. Gennaco provided oversight for the Los Angeles County Sheriff’s Department for over twelve years as the Chief Attorney for the Office of Independent Review. Mr. Gennaco was also appointed by a federal judge as a Court expert to assist in designing an independent oversight group for the California Department of Corrections and
Rehabilitation. Mr. Gennaco has thus played a central role in creating independent oversight models for both the largest sheriff’s department and prison system in the United States. Mr. Gennaco has also provided independent review of police department actions for the cities of Pasadena, Portland, Anaheim, Burbank, Torrance, Palo Alto, Spokane, Fullerton, Santa Monica, Inglewood, Glendale, and Oakland Police Departments; the San Diego Sheriff’s Department; and the California Department of Juvenile Justice. In 2012, Mr. Gennaco was honored by his colleagues and received the NACOLE Flame award for distinguished service in the field of civilian oversight.

Prior to accepting the position as Chief Attorney of the Office of Independent Review, Mr. Gennaco served for over six years as an Assistant United States Attorney for the Central District of California. As Chief of the Civil Rights Section, Mr. Gennaco was responsible for overseeing all investigations and allegations of federal civil rights violations and has prosecuted judges, police officers, human traffickers, and white supremacists. Prior to that, Mr. Gennaco was a federal prosecutor for the U.S. Department of Justice Civil Rights Division. Mr. Gennaco received numerous recognitions for his accomplishments at the U.S. Department of Justice including the coveted Attorney General Distinguished Service award.

Mr. Gennaco is a graduate of Dartmouth College and received his Doctorate of Jurisprudence from Stanford Law School. He has also taught at American University Law School, the National Law Center at George Washington University, Loyola Law School, and Chapman University School of Law.

SCOTT GREENWOOD

A constitutional rights attorney based in Cincinnati, Ohio, Scott Greenwood is nationally renowned for his passionate engagement in defending civil rights and civil liberties. His practice emphasizes enhanced accountability, transparency, and legitimacy in best-practices law enforcement. He also serves as general counsel for the American Civil Liberties Union, the nation’s largest civil rights and civil liberties organization, and is a member of its national board. He previously served as general counsel to the ACLU of Ohio, overseeing its litigation across the state, and is a member of its board as well.

Greenwood has dedicated over 24 years to constitutional and complex litigation in federal courts. Individually and in concert with legal teams, he has challenged discriminatory race-based police practices; worked collaboratively with police departments to effect profound and sustainable change; contested discriminatory race-based adoption and foster care practices; tackled racial profiling and police misconduct cases; served as lead counsel in challenging an anti-gay city charter amendment; questioned assignment and conditions of Ohio's Supermax prison; provided counsel in cases involving medical conditions in jail; and stood up for unpopular speakers in the successful invalidation of content- and viewpoint-based speech regulations. He also was a member of the Pittsburgh Working Group on Police Pattern or Practice Litigation in 2009, providing a roadmap to the new administration in resuming Section 14141 pattern or practice police reform cases.

In 2012, Greenwood founded Greenwood & Streicher, LLC, which works to promote enhanced accountability in law enforcement and promote collaborative and fully constitutional policing throughout the U.S. and beyond.

Greenwood earned his Juris Doctor from the University of Chicago Law School, and a Bachelor of Arts from Miami University (summa cum laude).

More biographical material, including specific information on projects and awards received, is available at http://scottgreenwood.com/Biography.html

JOHN R. HAMILTON, JR., PH.D.

Dr. John Hamilton is an Associate Professor of Criminal Justice at Park University in Parkville, Missouri. Prior to his appointment to the faculty at Park University he served 26½ years with the Kansas City, Missouri Police Department where he retired with the rank of Major. During his tenure with the department, Dr. Hamilton was assigned to the Patrol Bureau, Traffic Specialists Unit, Long Range Planning and Grants Preparation Unit, Special Investigations Division, Training Division, and Human Resources Division. At the time of his retirement, Dr. Hamilton served as the division commander for the North Patrol Division, a position he held for over 4 years.
Dr. Hamilton holds a Bachelor of Arts degree in Psychology from the University of Kansas, a Master of Public Administration degree from the University of Missouri-Kansas City, and an Interdisciplinary Ph.D. in Public Administration and Adult Education from the University of Missouri-Kansas City.

Dr. Hamilton currently serves as the President of the Park University Faculty Federation and President of AFT-Missouri. He also serves on the Office of Community Complaints Advisory Council.

Dr. Hamilton’s research interests include Community Policing and Problem Solving and police organizational behavior. He is the co-author of Community Justice, 2nd ed. published by Routledge.

**JOYCE M. HICKS**

Joyce M. Hicks is the Executive Director of the San Francisco Office of Citizen Complaints (OCC), a position she has held since November 2007. The OCC was created by a voter adopted San Francisco City Charter amendment in 1982 with the mission of conducting fair and impartial investigations of civilian complaints of police misconduct or failure to perform a duty by members of the San Francisco Police Department. The charter also charges the OCC with making policy recommendations to the San Francisco Police Department on its policies and practices. The OCC receives and resolves approximately 700 complaints each year. The OCC uses a voluntary mediation program to resolve some of its complaints. The OCC’s 35-member staff is comprised of civilians who have never been police officers in San Francisco.

Ms. Hicks was the Executive Director of the City of Oakland Citizens’ Police Review Board (CPRB) from 2003 to 2007. The CPRB hears citizens’ complaints of police misconduct and makes policy recommendations on police policies and practices.

Ms. Hicks began her legal career in the Oakland City Attorney’s Office in 1977 where she served as one of two Chief Assistant City Attorneys for thirteen years, from 1987 to 2000.

Ms. Hicks obtained her Juris Doctorate from the University of California Berkeley Law School, Boalt Hall, and her BA in Government from Pomona College, Claremont, California. Ms. Hicks is a member of the NACOLE board of directors. She is also a member of the board of directors of the International House of Berkeley and the Cal Alumni Association.

**PETER HOLMES**

Pete Holmes received his B.A. from Yale College in 1978 and his J.D. from the University of Virginia School of Law in 1984. He first practiced complex commercial litigation for over two decades, including stints as both partner-in-charge of the Insolvency and Reorganization Group and Hiring Partner in the Seattle office of Miller Nash LLP. Pete was elected City Attorney in November 2009, defeating a two-term incumbent with 64% of the vote, and was re-elected to a second term without opposition in 2013. Pete was an original member of the Seattle Police Department’s Office of Professional Accountability Review Board (OPARB) and served as chair from 2003 to 2008. There he championed the public release of police records and OPARB reports. He is counsel of record for the City of Seattle in the consent decree entered into with the U.S. Department of Justice to reform SPD, in United States of America v. The City of Seattle. As City Attorney he has worked to make Seattle city government more transparent, and was appointed by Gov. Chris Gregoire to the State Sunshine Committee.

Pete is committed to reform of the criminal justice system. Upon taking office in 2010, he halted all prosecutions for marijuana possession, and in 2011 he became a primary sponsor of Initiative 502 to legalize, regulate and tax marijuana. I-502 passed statewide by a margin of about 12 points.

**MARK IRIS**

Mark Iris served as Executive Director of the City of Chicago Police Board from 1984 - 2004. During that time, he oversaw the hearings of many hundreds of cases involving allegations of police misconduct. He was also closely involved with the City of Chicago’s activities under the First Amendment Consent Decree and Judgment Order, which set out safeguards against governmental interference with citizens engaged in First Amendment protected conduct. His publications on the subject of arbitration of police disciplinary cases and police litigation have appeared in the Journal of Criminal Law and Criminology, Police Quarterly, Virginia Journal of Criminal Law, and St. Louis University Public Law Review. He regularly serves as adviser for advanced statistics students working with police-
provided databases for their senior theses. In addition to his teaching and research, Dr. Iris has occasionally served as an expert witness in police-related litigation. Dr. Iris received his B.A. from Brooklyn College, his M.A. from the University of Vermont, and his Ph.D. from Northwestern University.

**NICOLE S. JUNIOR, ESQ.**

Nicole S. Junior, Esq., earned her Bachelor of Arts with High Honors from Smith College. After graduating from Smith, Nicole went on to earn her Master’s in Education from Pace University and her Juris Doctorate from the Beasley School of Law at Temple University. Upon graduating from Temple Law, Nicole joined the Brooklyn District Attorney’s Office where, as an Assistant District Attorney, she prosecuted hundreds of Domestic Violence crimes ranging from attempted assault to attempted murder. Today, Nicole continues to serve the public interest as an attorney at the New York City Civilian Complaint Review Board, where she prosecutes members of the New York City Police Department for misconduct, trains staff on working with LGBTQ complainants, and conducts outreach to members of New York City’s LGBTQ community. Nicole wrote an article titled, “OUT for Justice: A Call for Civilian Oversight Outreach in LGBTQ Communities,” that was published in the Spring 2013 NACOLE newsletter. Nicole also has the honor of being the very first attorney from a United States civilian oversight agency to conduct a trial against a police officer accused of misconduct.

**CHRISTIAN J. KLOSSNER**

Christian J. Klossner is the Office of Police Complaints’ (OPC) acting executive director. He was appointed to this position in May 2014 after serving as the agency’s deputy director since September 2010. He is also a member of the NACOLE board of directors and co-chairs the conference planning committee. Before joining OPC, Klossner was as an assistant district attorney in the Office of the Special Narcotics Prosecutor of New York City and at the Office of the Bronx District Attorney. He also served as an adjunct professor of trial advocacy at Fordham School of Law. Prior to attending law school, Klossner worked as a policy advocate and as a staff supervisor with the New York Public Interest Research Group, a not-for-profit advocacy organization focused on environmental, consumer, and government reform issues. He received his bachelor’s degree from the State University of New York’s University at Albany and his law degree from Fordham University School of Law.

**SCOTT LACHASSE**

Scott LaChasse graduated with honors from California State University Los Angeles and earned an MPA from the University of Southern California. He retired as a Deputy Chief from the Los Angeles Police Department after 32 years of service. His last assignment was as the Commanding Officer of Operations South Bureau, where he led a work force of 1,600 employees that provided patrol, detective, traffic, gang, and narcotic enforcement services. Subsequent to Scott’s retirement from the LAPD, he was selected as the Vice President of Security and Emergency Services for Paramount Pictures Corporation. He retired from Paramount in 2008 to accept the position of Corporate Manager for Regulatory Compliance at Southern California Edison.

On January 7, 2010, Scott was appointed as the Chief of Police for the Burbank Police Department. He is a member of the Los Angeles County Police Chiefs Association, California Peace Officers Association, FBI National Academy Associates, International Association of Chiefs of Police, California Police Chiefs Association, Chief Special Agents Association, Honor Society of Phi Kappa Phi, and the Burbank Noon Rotary. Additionally, Scott is on the Board of Directors of the Challengers Boys and Girls Club, the Los Angeles Police Museum, Parker Foundation, Peace Officers Association of Los Angeles County, Burbank Police Foundation, and California Forensic Science Institute, among others.

**ELLEN LOCURTO-MARTINEZ**

Ellen LoCurto-Martinez served for two years as the chair of the then newly-created Citizens Police Review Board for Columbia, Missouri. Prior to that, Ms. LoCurto-Martinez was a certified association executive serving as executive director for international not-for-profits for over 15 years. She is currently a political science doctoral student at the University of Tennessee-Knoxville, developing her dissertation on the effectiveness of oversight agencies.
FÉ LOPEZ

Fé Lopez was appointed as Executive Director of the Community Police Commission (CPC) by Seattle Mayor Ed Murray and confirmed by the CPC and the Seattle City Council in early 2014. Prior to working for the CPC, Fé was the director of alumni relations and annual fund at Seattle University School of Law. She is a past president of the Latina/o Bar Association of Washington (LBAW) where she was the co-chair of the Judicial Evaluation Committee, chair of the Banquet Committee, and co-chair of the Community Outreach Committee. During her time with LBAW, Ms. Lopez also worked with communities of color on the Police Accountability Coalition in Seattle from 2010-2012 and with the United for Fair Representation Coalition advocating for minority-majority congressional and legislative districts and the Washington Voting Rights Act.

Ms. Lopez has developed diversity initiatives with LBAW, other minority bar and community organizations, law students and lawyers. Some of the past programs include the Racial Justice Leadership Institute at Seattle University School of Law, Disability Rights: Ethics and Practical Skills, Dealing with Racial and Ethnic Bias in the Courtroom, and Advocacy Skills for Protecting Civil Rights that specifically addressed police accountability issues. Fé also co-founded and co-chaired the Judicial Institute. Now in its second year, the Judicial Institute’s goal is the promotion of court benches that reflect the richness and diversity of the communities and populations served by our judicial system throughout the State of Washington. The Institute encourages qualified minority attorneys to seek judicial positions through a comprehensive education and mentorship program.

Fé currently serves as a board member of OneAmerica and co-administrator of the Schroeder Goldmark Bender/LBAW Free Legal Clinic at El Centro de la Raza.

Ms. Lopez is a 2006 graduate of Seattle University School of Law and was recently awarded the Washington State Bar Association’s Excellence in Diversity Award. She has also received the Seattle University Law Justicia Award and the LBAW President’s Award.

GREGORY MANNING

Sergeant Gregory Manning graduated from California State University, Fullerton with a Bachelor of Arts Degree in History in 1996. He joined the Kansas City Missouri Police Department as an officer in 1997. Sgt. Manning was promoted to Sergeant in 2004 and was assigned as a patrol supervisor in the Central Patrol Division. In 2012, Sgt. Manning participated in the Kansas City Missouri Police Department’s Spanish Immersion Program. Since that time he has been able to work more closely with the Hispanic community within the Central Patrol Division. Sgt. Manning continues to study Spanish on his own with a tutor in an effort to become more proficient in Spanish.

SAMARA MARION

Samara Marion is an attorney and policy analyst for the Office of Citizen Complaints in San Francisco. She has written and negotiated policy recommendations on a variety of subjects including language access, juvenile policing protocols, officer-involved shootings, in-custody deaths, vehicle pursuits and biased policing. Her article in the Summer 2008 NACOLE Review, “Breaking Down Language Barriers,” describes her collaborative work with community organizations, city agencies, commissions, and the San Francisco Police Department to implement a comprehensive language access policy for officers.

Before joining the Office of Citizen Complaints in 2000, Ms. Marion was a public defender in Santa Cruz County for fifteen years where she represented indigent clients at the trial and appellate level in juvenile, adult, and capital cases. Her interest in civilian oversight of law enforcement was sparked in part by her successful Pitchess litigation in City of Santa Cruz v. Municipal Court (Kennedy) 49 Cal.3d 74 (1989). For several years, Ms. Marion worked in a community coalition to establish a police review board in Santa Cruz. She has also taught at Santa Clara University School of Law and Stanford Law School.

Ms. Marion received her Juris Doctorate from the University of California, Davis School of Law, her Master’s degree in the Science of Law from Stanford University, and her B.A. in History and Women’s Studies from University of California, Santa Cruz.
DENIS MCCORMICK
Denis McCormick serves as the Deputy Executive Director of Investigations for the New York City Civilian Complaint Review Board (CCRB). In 1996, Mr. McCormick joined the CCRB as an investigator. He has worked in a supervisory capacity since 1998. His current responsibilities include policy analysis, strategic planning, and research. He also assists in public reporting. In addition, Mr. McCormick manages an investigative team of approximately 18 investigators and oversees over 400 investigations per year. His policy and investigative work has focused on stop and frisk in public housing as well as on policing of mass demonstrations. Mr. McCormick received his bachelor’s and master’s degrees in criminal justice from the School of Criminal Justice at the State University of New York, Albany.

LINDSAY MILLER
Lindsay Miller joined the Police Executive Research Forum (PERF) in 2013 as a Research Associate. While at PERF, she has worked on developing guidelines for police agencies that are implementing body-worn cameras, helped organize an Executive Session that brought together police executives and labor leaders to discuss policing issues, and worked on a host of immigration-related matters. Prior to joining PERF, Ms. Miller served as a Program Analyst for the Department of Youth Rehabilitation Services, the government agency that oversees court-involved youth in the District of Columbia. Ms. Miller's work at DYRS involved conducting research into juvenile justice issues such as gang interventions and substance abuse treatment, analyzing the effectiveness of agency programs and policies, and developing an evaluation tool to measure performance of the agency's community-based facilities. Ms. Miller also previously practiced law with a large corporate firm, where she worked on complex investigations into securities and accounting fraud. Ms. Miller has a Master's degree in Criminology from the University of Pennsylvania, a J.D. from the George Washington University Law School, and a B.A. in Political Science from Washington University in St. Louis.

NICHOLAS E. MITCHELL
Nicholas E. Mitchell is the Independent Monitor of the Denver Police and Sheriff Departments. As Independent Monitor, Mr. Mitchell provides independent civilian oversight of all investigations into the approximately 2,300 sworn police officers and sheriff deputies in the City and County of Denver. He also conducts data-driven analyses of police and sheriff policies and practices, with a goal of ensuring constitutional law enforcement for all in Denver. Mr. Mitchell is a former Gates Foundation Fellow at the Harvard Kennedy School of Government, and is a founding board member of El Sistema Colorado. Before becoming the Independent Monitor, Mr. Mitchell was a lawyer in private practice in New York City and Denver. He is also a former investigator and supervisor at City of New York's Civilian Complaint Review Board.

GILBERT MOORE
Gilbert Moore is the Deputy Director of the U.S. Department of Justice Community Relations Service (CRS), an organization that is often referred to as America’s ‘Peacemaker’ for conflicts stemming from issues of race, color, national origin, and hate activity related to gender, gender identity, sexual orientation, religion, and disability. CRS works directly with elected officials, community leaders, educators, local government and law enforcement executives, and civil rights leaders to support collaborative efforts to avert violence, develop local problem-solving measures, and to mediate community concerns. The organization’s services are offered free of charge, in confidence, and CRS does not impose solutions or assign fault. The agency was started under the Civil Rights Act of 1964 and has helped communities work through many of the most emotionally charged and high-profile conflicts that have occurred in the United States over the last 50 years.

As Deputy Director, Mr. Moore is responsible for the operation of the agency’s 14 offices that provide conciliation services in cities and towns throughout the country. He is also responsible for CRS’ administration, budget, and communications functions.

Prior to joining CRS, Mr. Moore served as the Press Secretary for the U.S. Department of Justice Office of Community Oriented Policing Services, where he was responsible for managing the relationship between that agency and the media, as well as developing national level campaigns and strategies for promoting the understanding and advancement of community policing.
Mr. Moore joined the U.S. Department of Justice in 2000 following fifteen years of experience working in public affairs on issues such as economic and community development. He holds an undergraduate degree from Hampton University and an M.B.A. from the University of Maryland.

PIERCE MURPHY

Mr. Murphy currently serves as Director of the Office of Professional Accountability for the Seattle Police Department. In this position, which he has held since July 1, 2013, Pierce is responsible for regularly advising the Police Chief, as well as the Mayor and City Council, on all matters involving the Police Department's administrative investigations and disciplinary functions and on Police Department policies and practices related to police accountability and professional conduct; evaluating the internal investigation process; and making recommendations on strategies and policies to improve complaint gathering and investigative procedures.

Previously, Pierce spent over 14 years as the Community Ombudsman for the City of Boise in Idaho. As Boise’s first ombudsman, Pierce created Idaho’s first and only civilian oversight of law enforcement agency. In 1972, he began working in law enforcement in both civilian and sworn positions. After receiving his baccalaureate and master degrees, Pierce started a successful career in human resource management and consulting. Pierce has been active professionally in the field of civilian oversight of law enforcement and has advised cities and counties across the United States on this topic.

He is a past president and former member of the NACOLE board of directors and a frequent speaker at their annual training conference.

TIMOTHY D. MYGATT

Timothy D. Mygatt is a Special Counsel in the Special Litigation Section of the U.S. Department of Justice Civil Rights Division. He is one of the leaders in the Section’s Police Practices Group, where he has led or played a key role in numerous investigations and litigation involving law enforcement agencies, including United States v. Seattle, United States v. Johnson, and Sharp v. Baltimore City Police Department. Mr. Mygatt also leads the Section’s enforcement activities under the Religious Land Use and Institutionalized Persons Act and has been designated as the Legal Counsel to the Section, responsible for providing advice on policy and legal questions. Mr. Mygatt clerked for Judge John Marshall Rogers of the United States Court of Appeals for the Sixth Circuit, and he is a graduate of the University of Michigan Law School.

DAVIS NIGHSWONGER

Dave Nighswonger is a retired Commander with the Orange County Sheriff’s Department who served in various positions and ranks throughout his thirty-year career. His professional expertise consists of human resources management, accountability and risk management systems, internal affairs investigations, and employee due process rights. Dave is passionate about promoting law enforcement professionalism and excellence by establishing high standards and upholding accountability through progressive, engaged, and proactive executive leadership. He is a strong advocate of citizen oversight and the benefits that transparency brings to law enforcement. Dave played a crucial role in the adoption and installment of the Orange County Office of Independent Review and has worked in partnership with oversight since. He currently teaches Internal Affairs Investigations for the California Peace Officers Association and other POST regional training locations while providing consulting services for various law enforcement agencies and oversight bodies. Dave is a member of NACOLE, the American Jail Association, California Peace Officers Association, and the National Sheriff’s Association. He is married and has six children.

KATHRYN OLSON

Kathryn Olson is a principal consultant with Change Integration Consulting, LLC, located near Seattle, Washington. Her thirty years of experience in promoting civil rights, executive leadership, investigations, litigation and training combine to create a unique skill set to conduct risk assessment of police policies, practices and individual conduct that can undermine professionalism. She works to enhance and integrate accountability systems with a change management strategy to optimize fair and effective policing. Her experience investigating, litigating, and training on issues of employment discrimination and harassment, including biased policing, is particularly relevant as law enforcement agencies address concerns of increasingly diverse communities.
Kathryn’s background is as a civil rights and employment lawyer. She received a B.S. from the University of California, Davis, and her J.D. from Case Western Reserve University Law School. She was an attorney with Women’s Law Fund in Cleveland, Ohio, and later the Assistant Director of the Fair Employment Practices Clinic and Lecturer in Law at Cleveland-Marshall College of Law. She next joined the Equal Employment Opportunity Commission, where she worked for over 15 years, eventually serving as the Supervisory Trial Attorney in the Seattle Field Office, managing EEOC litigation in a five state region.

In 2007, Seattle Mayor Nickels appointed Kathryn to serve as the civilian Director of the Office of Professional Accountability (OPA) for the Seattle Police Department (SPD). For over six years, she managed OPA’s intake, classification, and investigation of police misconduct complaints, certified investigative findings, and proposed disposition and discipline to the SPD Chief. She also issued regular reports on complaint trends and made recommendations concerning policy and training to enhance police professionalism. Kathryn directed the OPA during a period of heightened scrutiny of SPD’s practices, including use of force and biased policing allegations, by the U.S. Department of Justice. OPA’s investigations overall were found to be “thorough, well-organized, well-documented, and thoughtful.”

Two of Kathryn’s latest projects involve working with other NACOLE members to develop a police misconduct investigation manual and to facilitate a symposium jointly sponsored by NACOLE, the Seattle University School of Law, and the Seattle University Criminal Justice Department, to promote research on the role of civilians in police accountability beyond misconduct and discipline issues.

Kathryn has been active with NACOLE since 2007, serving as NACOLE President (2010-2012), on the President’s Executive Advisory Committee (2013-2014), on the NACOLE Board (2007-2013), chairing the Conference Planning Committee (2010) and Newsletter Committee (2013), and regularly presenting at the annual conference.

JEFFRY PHILLIPS, PH.D.

Jeff has served over 20 years with local and federal law enforcement agencies. Most recently, he has served nearly ten years as a Police Performance Auditor with the LAPD and is currently the Officer in Charge of the Operational Audits and Inspections section within the Internal Audits and Inspections Division. Prior to joining the LAPD, Jeff worked with the U.S. Department of Homeland Security (DHS), Immigration and Customs Service (ICE) for ten years. Jeff received his Bachelor of Science degree in Criminal Justice and his Master of Science degree in Public Administration from California State University at Los Angeles. He is a Doctor of Public Administration (DPA) from the University of La Verne. His research topic is in performance measurements of law enforcement operational compliance. Jeff is the immediate past president of the International Law Enforcement Auditors Association (ILEAA).

NICOLE PORTER

Ms. Porter is an attorney who has devoted most of her 15-year legal career to handling police misconduct issues. At the Office of Police Complaints, Ms. Porter is responsible for drafting reports assessing police practices in the District and making recommendations for reform.

AVICE EVANS REID

Dr. Avice Evans Reid is a native of Knoxville, Tennessee. She received her primary and secondary education in the Knoxville School System, and is a graduate of Knoxville College (B.S. Mathematics) and Covington Theological Seminary with a Master of Ministry and a Doctor of Ministry. She has also earned the Professional Project Management (PMP) certification and is a certified 21st Century Leadership Facilitator with Leadership Knoxville.

Dr. Reid retired after 34 years of service from the Tennessee Valley Authority in various capacities, including Mathematician, Systems Analyst, Senior Manager of Information Technology, and Senior Project Manager. She is currently employed by the City of Knoxville as the Executive Director of the Police Advisory and Review Committee (PARC). In preparation for this role, she served as a volunteer on the PARC for almost six years. Along with managing the day-to-day operations, Dr. Reid serves as a mediator between citizens and law enforcement officials; lectures to area organizations, community groups, and school systems about the role of a police oversight organization; and serves as a Citizen’s Advocate in the Court System.
Dr. Reid has attended the past six NACOLE annual conferences, where she earned the Certified Practitioner of Oversight designation and served on the NACOLE Finance Committee for the past 2 years. She is also a graduate of the Force Science Institute.

She is very active in the Knoxville community and is serving or has served as a Director on boards such as Leadership Knoxville (Class of 1995); Home Federal Bank of Tennessee; The United Way of Greater Knoxville (Past Secretary); YWCA of Knoxville (Past President); Alpha Pi Omega Chapter Alpha Kappa Alpha Sorority (Past President); Alpha Pi Omega Foundation (President); Knoxville Area Chapter of the American Red Cross (Past Treasurer); and the Helen Ross McNabb Foundation. She also serves as a member of the University of Tennessee Law Enforcement Innovation Center Advisory Board; the ITT Technical Institute Knoxville Advisory Committee; the Leadership Knoxville Introduction Knoxville Committee; member of the Covenant Health System Quality Improvement and Professional Relations Committee; and the Executive Women’s Association.

Dr. Reid was recognized for her exemplary contributions to the community and leadership by the Girl Scouts of Tanasi Council as a 2009 Women of Achievement honoree, and as the Bronze Woman of the Year (2001 – 2002) by the Iota Phi Lambda Sorority, Incorporated. She is also a graduate of East Tennessee Regional Leadership; a member of The Links, Incorporated; and a member of the East Tennessee Civil Rights Working Group.

JOANNA SCHWARTZ
Joanna Schwartz is a graduate of Brown University and Yale Law School. She is Assistant Professor of Law at the UCLA School of Law. Before joining the faculty at UCLA, Schwartz clerked for Judge Denise Cote of the Southern District of New York and Judge Harry Pregerson of the Ninth Circuit Court of Appeals. She was then associated with Emery Celli Brinckerhoff & Abady LLP in New York City, where she specialized in police misconduct, prisoners’ rights, and First Amendment litigation. Schwartz’s research focuses on the role of lawsuits in organizational decision making, with a focus on law enforcement agencies. Her studies of police departments examine the frequency with which departments track and analyze information from lawsuits, and the ways in which litigation-attentive departments use lawsuit data to reduce the likelihood of future harms. She has also studied the frequency with which police officers in over seventy jurisdictions across the country personally satisfy settlements and judgments in police misconduct cases, and is currently examining the extent to which police department budgets are affected by litigation costs. For recent publications, see: http://ssrn.com/author=146350

JENNIFER SHAW
Jennifer Shaw joined the American Civil Liberties Union of Washington as the Legislative Director in 2004 and became the organization’s first Deputy Director in 2008. Her work includes coordinating the state and local policy advocacy efforts of the Legislative and Field Departments, and the programs on Criminal Justice, Technology and Liberty and Education Equity. She was a member of the leadership teams that directed successful ballot measure campaigns to ensure marriage equality and to legalize, tax, and regulate marijuana. Recently she supervised legislative efforts to protect youth of color against racial profiling and to control the government’s use of surveillance technology. She also advocates for police practices reform across the state and collaborates with the national ACLU on federal matters of interest to Washington State.

Before joining the ACLU, Ms. Shaw was a trial attorney with the firm of Aoki & Sakamoto, where her practice included criminal defense of adults and juveniles in state and federal courts, school discipline matters, and representation of individuals in personal injury, civil rights, and discrimination cases. She began her legal career as a staff attorney for the Seattle-King County Public Defender Association. Ms. Shaw has been active in state and local bar associations, presented at numerous Continuing Legal Education seminars and served on the King County Sheriff’s Blue Ribbon Panel and Seattle Mayor’s Panel on Police Accountability. She is a 1987 graduate of the Seattle University School of Law where she continues to mentor law students and serve on the Law Alumni Board.

CECILIA SIERRA
Cecilia Sierra is originally from Lima, Peru, and immigrated to the United States in 1985. Ms. Sierra was a teacher in Peru, and upon arrival in the United States, Ms. Sierra taught Spanish at Johnson County Community College and worked at Children’s Mercy Hospital as an interpreter. She is also a certified Parent Educator and Medical Interpreter. Ms. Sierra presently works at the Don Bosco Center as the Latino Services Coordinator, helping Hispanic
senior citizens with tasks such as obtaining Medicare and Medicaid, dealing with immigration, making calls and appointments, filling out medical forms, applying for food stamps, and any other assistance that may be needed.

**JONATHAN M. SMITH**

Jonathan M. Smith is the Chief of the Special Litigation Section of the U.S. Department of Justice Civil Rights Division, where he has served since October 2010. He graduated in 1980 with a BA in philosophy from the University of Maine at Orono and received his Juris Doctor from Antioch School of Law in 1984. From 1984 to 1989, Mr. Smith was an associate at the Alexandria Virginia civil rights firm of Victor Glasberg & Associates. In 1989, Mr. Smith joined D.C. Prisoners’ Legal Services Project as its first staff attorney and helped open the office. In 1991, he became the Project’s executive director. From 1998 until 2002, Mr. Smith was the executive director of the Public Justice Center in Baltimore, Maryland. Jonathan M. Smith was the executive director of the Legal Aid Society of the District of Columbia from May 2002 to October 2010.

**MARK P. SMITH**

Mr. Smith was appointed in 2011 as the first-ever Independent Police Auditor for BART, where he has been working to develop the Office of the Independent Police Auditor (OIPA) from the ground up. Among other things, OIPA is responsible for investigating allegations of misconduct, reviewing BART Police Department investigations, recommending policy changes, and developing an alternative dispute resolution process.

Before working at BART, Mr. Smith was the First Deputy Chief Administrator of Chicago’s Independent Police Review Authority (IPRA). IPRA is responsible for conducting a variety of investigations involving members of the Chicago Police Department, including investigations into officer-involved shootings and complaints of excessive force. As First Deputy, Mr. Smith’s responsibilities at IPRA included establishing internal policies to effectively and efficiently allow IPRA to meet its goals; supervising the day-to-day operations of the office; reviewing investigations for quality and completeness; representing IPRA at community events and meetings with other law enforcement agencies; and acting as the head of the office in the absence of the Chief Administrator.

Prior to joining IPRA, Mr. Smith was a Special Investigator for the Los Angeles Police Commission’s Office of Inspector General (OIG). While at the OIG, Mr. Smith’s responsibilities included analyzing investigations involving members of the Los Angeles Police Department (LAPD) ranging from complaints of misconduct to officer-involved shootings; recommending alternate adjudications of those investigations where appropriate; and interacting with the public to intake complaints of misconduct against members of the LAPD.

Mr. Smith received his bachelor’s degree from the University of California at Berkeley and his law degree from the University of California at Los Angeles School of Law.

**JODI WAKEFIELD, CFS, CRMA**

Captain Jodi Wakefield joined the Los Angeles Police Department (Department) on December 12, 1983. She promoted to Detective in 1995 and was assigned to the Major Assault Crimes and Auto tables. From there she was assigned to the Valley Traffic Division’s Collision Investigation Follow-up Unit. In 1996 she was promoted to sergeant and assigned as the OIC of the Hollywood Bicycle Unit. From Hollywood Division, she returned to patrol as a field Sergeant in Van Nuys Division. In 1999, she promoted to Lieutenant and was assigned as the Watch Commander at Van Nuys Division, the Sworn Hiring Coordinator for the Department, the OIC of Recruitment and Background Investigations, and the OIC of the Employee Relations Group under the Chief of Police. In 2005, Wakefield was promoted to Captain and was assigned as the Patrol Commanding Officer for Central Patrol Division and as the Area Commanding Officer for Central Division. In February 2009, Captain Wakefield was assigned as the Commanding Officer of both the Audit Division and the Civil Rights Integrity Division, which were later combined into the Internal Audits and Inspections Division (IAID). During her tenure, IAID has become a leader in law enforcement auditing and provided audit training to law enforcement agencies around the world.

Captain Jodi Wakefield graduated from UCLA with a Bachelor’s Degree in Psychology. In addition, she graduated from the West Point Leadership Course. She is a member of the Los Angeles Women’s Police Officers Association, National Association of Women Law Enforcement Executives, and the International Association of Chiefs of Police. She is a Certified Fraud Specialist and has a certification in Risk Management Assurance. She is currently the president of the International Law Enforcement Auditors Association.
JAYSON WECHTER
Jayson Wechter has worked for over thirty-four years as a professional investigator in the public and private sector. His public sector experience includes fifteen years conducting police oversight investigations for San Francisco’s Office of Citizen Complaints. He also worked as an investigator with the San Francisco Public Defenders Office and as an Investigative Auditor with the San Francisco Controller’s Office Whistleblower Complaints Unit.

Mr. Wechter’s work in the private sector focused on litigation investigations for attorneys and workplace investigations for municipal agencies. A large part of his investigative practice involved work as a court-appointed defense investigator conducting investigations on behalf of indigent defendants. He also conducted numerous life history investigations in capital cases at the trial and appellate level.

Mr. Wechter has been involved with civilian oversight since 1982 when he worked on the community-based campaign to create San Francisco’s Office of Citizen Complaints (OCC) and began working at the OCC in 1983 as its first supervising investigator. Mr. Wechter helped shape many of the OCC’s early policies and procedures, creating its demonstration monitoring program and writing and implementing the agency’s first policy recommendation adopted by the San Francisco Police Department. Mr. Wechter left the OCC to accept a position at another City of San Francisco agency but returned there in 1998. Since then, he has conducted over seven hundred investigations of alleged police misconduct, including dozens of use of force cases and multiple officer involved shootings. Mr. Wechter designed the OCC training program for newly hired investigators and wrote many of the criteria used to evaluate investigators’ performance.

Mr. Wechter has delivered presentations at numerous NACOLE conferences since 2004. He was appointed to the NACOLE Board of Directors in 2006 and was re-elected to the Board of Directors in 2008 and 2011. Mr. Wechter drafted NACOLE’s Code of Ethics, its Qualification Standards for Oversight Investigators and Supervising Investigators and its Recommended Training for Board and Commission Members. He has served as Chair of the NACOLE Conference Committee, Newsletter Committee, Website Committee, Best Practices Committee and as co-chair of the Professional Standards Committee. He helped design and launch the NACOLE Annual Conference Scholarship Fund and the NACOLE Awards procedures.

Mr. Wechter is a certified NACOLE Trained Practitioner, a Certified Legal Investigator, Certified Criminal Defense Investigator and a certified Force Science Analyst. He is the author of a 2004 report issued by the Police Professionalism Initiative of the University of Nebraska, “Investigating Citizen Complaints is Different: The Special Challenges of Investigating Citizen Complaints Against Police Officers.” He has conducted trainings for investigators and attorneys on investigative procedures and standards and on police misconduct issues and has given presentations to community groups on oversight issues.

Prior to his investigative career, Mr. Wechter worked as a freelance journalist and investigative reporter and as a Personnel Management Specialist for the federal government.

SIDNEY L. WILLENS
Sid Willens is an attorney at law who, in the 1960s, pushed the Kansas City Police Department to give birth to the Office of Citizen Complaints, a model for the nation. In 1970, when Jackson County voters approved “home rule” charter form of government, an ombudsman-type human relations office provision was included, written and championed by Sid. In 1978, Sid got fed up with blighted properties wreaking havoc in the Marlborough Heights area of Kansas City, and persuaded Municipal Court judges to create a Housing Court, the first of its kind. Additionally, Sid wrote Missouri’s first crime victims compensation law and lobbied it through the legislature.

Sid won a $1.6 million three-year federal grant to establish police-social worker teams inside police headquarters. When Sid saw victims of crime mingling with criminal defendants on the 7th floor of the courthouse, he raised hell with the prosecutor to find a separate room for victims. He persuaded a magistrate judge to allow a continuance secretary to work out of the court’s offices so crime victims would be notified in advance not to show up in court because the criminal defense lawyer intended to continue the case.

Sid is the author of four handbooks, one an Ombudsman Handbook that has circulated worldwide. His Observer Handbook grew out of the 1976 Republican National Convention when Sid and Walt Bodine fielded 450 volunteers to observe the behavior of police and protesters. For 12 years Sid and Walt teamed up on a public radio show called...
the Hellraisers. For 20 years Sid reviewed books on the law and court system for the Kansas City Star. Sid is the author of a handbook titled Watch Over Witnesses designed for citizen court-watching programs. Sid has been very active with Boy Scouts of America, having written a Handbook of Negotiations for professional Scouters. He led the fund-raising effort in 1989 that established the H. Roe Bartle Memorabilia Exhibit located in Bartle Hall.

Sid has received so many awards that they are too numerous to mention. His professional colleagues have honored him with the Missouri Bar President’s Award, UMKC’s law school alumni award, and UMKC’s Practitioner of the Year award.

KAREN U. WILLIAMS

Karen U. Williams is a Senior Legal Analyst with the Kansas City, Missouri Board of Police Commissioners’ Office of Community Complaints. In this position, she is tasked with the intake, analysis, and reporting of complaints, as well as compilation of the Annual Report, quarterly newsletters, and statistical reports. She also teaches classes to community members, members of the Department, and police officer candidates on the complaint process, ways to reduce complaints, and responsible interaction with the police. Karen serves as the coordinator of the Office of Community Complaints’ Advisory Council, a group of Kansas Citians who act as the Office’s “eyes and ears” in the community and test complaint facilities for compliance with the Office’s policies and procedures.

Prior to her current position with the Board of Police Commissioners, she was employed by Shook, Hardy, and Bacon L.L.P as an Analyst, where she reviewed and analyzed client files, collected documents for litigation, and maintained a database of documents produced to a legal depository as a result of litigation. Karen also interned for the Kansas City, Missouri Police Department during college, spending two summers working for the North Patrol Division and two summers at the Regional Police Academy.

Karen has a B.A. from Cornell College in Mount Vernon, Iowa, with degrees in both Political Science and History. She graduated with distinction from Park University in Parkville, Missouri with a Master of Public Affairs degree, with a concentration in Nonprofit and Community Services Management. She is CIT certified and a graduate of the inaugural class of the Kansas City Leadership Academy. In her spare time, Karen serves as an admissions ambassador for Cornell College and is a member of the NACOLE Board of Directors, as well as the Newsletter Committee chair.

AMY JORDAN WOODEN

Amy Jordan Wooden is a veteran communications professional who has served elected officials, political candidates, influential community leaders, private corporations, government departments, trade associations and not-for-profit institutions. She has served as an official spokesperson for clients in Missouri and Kansas, having a deep understanding of the political and media landscapes in both states.

Jordan Wooden launched AJW Consulting, a strategic communications firm, in 2003 and has worked for a wide variety of individuals and groups in both states. Her communications expertise includes developing comprehensive, integrated public affairs strategies that reach the general public and influential stakeholders through earned media, compelling video productions and targeted outreach events.

Having served as Communications Director for Mayor-Elect Sly James’ Transition Team and Communications Director and Press Secretary to Kansas Governor Mark Parkinson, Jordan Wooden also has counseled start-up businesses and political candidates to introduce themselves to investors and voters through multi-faceted communications plans.

Jordan Wooden specialized in crisis communications while working at Fleishman Hillard in Kansas City in 2000. She has leveraged that experience to successfully assist a number of clients in navigating difficult media and legal inquires in crisis situations as well as guide clients through tricky reputation management events.

Jordan Wooden started her career with Mel Carnahan in his successful bid for Governor in 1992. She held a number of roles for the Governor including serving as his liaison to the Departments of Natural Resources, Conservation and Agriculture where she worked to implement state policies and collaborate with industry and stakeholder groups. At the age of 29, Jordan Wooden was named Executive Director of the National Governors Association Annual Meeting in St. Louis in 1999. Jordan Wooden also worked for Senator Jean Carnahan as her State Director following Governor...
Carnahan’s death and Mrs. Carnahan’s ascension into office. As State Director she managed five offices and a staff of 16 handling a variety of issues all over the state.

Jordan Wooden was introduced to Kansas politics when she worked for the University of Kansas Medical Center, first as the Senior Director for Public Affairs and then as the Associate Vice Chancellor for External Affairs. There she served as a key advisor to the Executive Vice Chancellor and was responsible for all of the communications and government affairs activities for the Medical Center. In 2010, Jordan Wooden had the distinct honor to serve as Communications Director and Press Secretary for Governor Mark Parkinson.

A native of Lincoln, Nebraska, and a graduate of Washington University in St. Louis, Missouri, Jordan Wooden and her family have lived in Kansas City, Missouri, since 1999.

**ROBB YAGMIN**

Robb Yagmin is an ex-TV reporter whose first career was telling stories. He’s interviewed two presidents, many do-gooders, and a million criminals.

Being in the business of ‘covering’ the news, Robb has an insight that many public relation folks don’t. He’s been there. He’s dealt with the PR BS. He is adept at calling and calling and emailing and Twittering and calling and Facebooking...an annoying quality in most (ask his wife)...but becomes very appealing when it is your product he’s pushing.

Described by bosses as “a word wizard,” “one of the best writers in the shop,” “a great storyteller,” and “the most creative writer I’ve ever worked with,” Robb can craft releases in a way which solicits coverage. Producers and reporters know what Robb is pitching is a legit, newsworthy, timely story just by the copy. Robb is a pitching machine, and he doesn’t even play baseball—he favors futbol.

Robb also has a long history of teaching local executives, county leaders, and statewide suits how to talk to the media. Since he’s been the one holding the microphone and grilling the interviewee, he knows how the whole thing will go down. His experience on the “other side” allows him to not only give real-life, critical information to get through a media interview, but also how to successfully weave a pointed message into a sound bite.
National Association for Civilian Oversight of Law Enforcement

Organizational History

In 1993, several members of the United States delegation to the International Association for Civilian Oversight of Law Enforcement (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, more meetings were held among the United States attendees. Several teleconferences were held during the year to discuss issues related to the creation of a national organization. In April of 1995, a group of individuals met in Landover, Maryland, and approved the Articles of Incorporation and preliminary By-Laws. The National Association for Civilian Oversight of Law Enforcement (NACOLE) was approved as the organization’s official name. NACOLE received its nonprofit, tax-exempt 501(c)(3) status in 1999.

NACOLE works to enhance accountability and transparency in policing and build community trust through civilian oversight. To further our mission, we hold an annual conference that 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.

In addition to the annual conference, NACOLE publishes a regular newsletter, hosts an e-mail listserv, conducts regional training, offers a professional credential in the practice of oversight, administers a professional mentoring program for newer oversight practitioners, and provides assistance to communities looking to start or review their existing oversight process. More information about NACOLE can be found on our website, www.nacole.org.

Mission and Goals

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

To this end, the goals of NACOLE 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.
Organizational Structure

NACOLE operates with an 11-member, all-volunteer Board of Directors elected by the membership at the Annual Conference. NACOLE’s executive officers consist of an elected President and Vice-President, and an appointed Secretary and Treasurer.

The President is the presiding officer of NACOLE. The President is elected for a term of one year, and is eligible to be elected for no more than three consecutive one-year terms. Upon the election of a new President, the outgoing President will serve 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 three-year terms, staggered so that approximately one-third of the terms expire each year. 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 retreat for conference and strategic planning, and again in the fall in conjunction with the Annual Conference—and via conference calls the other 10 months of the year. The responsibilities of the Board include planning and organizing the Annual Conference, managing NACOLE’s finances, and conducting general oversight of the organization.

NACOLE’s Board reflects the diversity of its membership. Board members also represent a variety of types of jurisdictions (i.e., large, medium, and small cities; urban centers and suburban communities) throughout the country. Further, a number of Board members have experience with numerous models of oversight.

Committees are the operational core of NACOLE. The committees do many things, including draft policies for the organizations, research good practices in oversight from around the country, seek grant and other funding opportunities, recommend the annual budget, prepare the newsletter, oversee the website and update its resources and links, conduct outreach to possible new members and host regional meetings, review and recommend scholarship and award recipients, and so much more. The current committees are:

- **Conference Planning 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, ensures a diversity of speakers and perspectives are represented in the conference program, and provides logistical support before, during, and after the conference.

- **Elections and Bylaws Committee**: In addition to its responsibilities and duties under Article VII, Section B of the Association’s Bylaws, the Committee receives inquires regarding changes in the Bylaws and prepares and distributes draft bylaws amendments to the Board of Directors and members.

- **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.
• **Membership Development and Engagement Committee**: Supports the Association’s current members, endeavors to increase membership, receives inquiries regarding new memberships, coordinates with the Outreach and Public Relations Committee by maintaining the outreach and membership log, and supports the Secretary’s role in maintaining a current membership list and membership database. 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.

• **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 with the Operations Coordinator to distribute the newsletter.

• **Outreach and Public Relations Committee**: Receives and responds to inquiries for assistance from jurisdictions, communities, or others interested in establishing or improving oversight of law enforcement. The Committee, with the input and final approval of the President, coordinates the Association’s press releases, contact with the media, and public writings or opinions (e.g., position papers, editorials, or Op Ed articles). The Committee also supports the marketing and branding efforts of the Conference Planning Committee and the Association’s special programs (i.e., Annual Conference Scholarship Program, Mentoring Program, Awards Program, and Certified Practitioner of Oversight (CPO) Credential Program).

• **President’s Executive Advisory Committee**: Including 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.

• **Professional Standards Committee**: Promotes programs, including the CPO Program, to enhance the practice of civilian oversight; attempts to better understand existing and emerging models of oversight, training opportunities for oversight practitioners, and good practices employed by agencies across the country; makes information available to Association members; reviews and revises, as necessary, resources on the Association’s website, including the Core Competencies for Civilian Oversight Practitioners and the required reading material for the CPO Program; and oversees the Awards, CPO, and Mentoring Programs.

• **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 Outreach and Public Relations Committee and Conference Planning Committee’s marketing and outreach efforts related to scholarships and fundraising opportunities at the conference.

• **Strategic Planning Committee**: Identifies long-term goals for the Association and potential strategic partnerships, identifies, develops, and responds to grant opportunities, and develops the Association’s strategic plan and vision.
• **Website and Digital Media Committee:** Oversees day-to-day implementation of the Association’s contract with the web master, coordinates with the Professional Standards Committee (as well as other committees) to revise and update website content and resources, as necessary, manages and administers the email Listserv and social media accounts, and receives and considers inquiries from Association members, the public, or members of the Board of Directors related to the website.

The Board has two contract staff members:

• **Director of Operations:** assists in the coordination and management of the Association’s day-to-day operational activities. Liana Perez currently serves in this position. Ms. Perez retired from the City of Tucson in June of 2014 after having served as the Independent Police Auditor and Director of the Office of Equal Opportunity Programs for seventeen years. Ms. Perez was contracted to fill this newly created position for NACOLE. She has previously served on the NACOLE Board of Directors and various committees within the organization since becoming a member of NACOLE in 1997.

• **Director of Training and Education:** works to design, coordinate, deliver, and evaluate civilian oversight of law enforcement training programs conducted for the growing community of civilian oversight practitioners. Cameron McEllhiney currently serves in this position. Ms. McEllhiney first became involved with NACOLE as a member in 1998 while serving on the Indianapolis Civilian Police Review Board. After working as a member on various NACOLE committees, she became the Operations Coordinator in 2005 and has been helping coordinate the activities and assisting in the growth of NACOLE since.

The combined level of experience between Ms. Perez and Ms. McEllhiney provides sound working knowledge of civilian oversight and a strong commitment to NACOLE and its mission.
Membership

Being a member of NACOLE allows you to join a growing community of police oversight professionals, individuals, law enforcement officials, academics, and others working to strengthen citizen review and to promote greater police accountability in the United States and abroad. It will also enable you to support NACOLE’s efforts to produce world-class annual training conferences, facilitate networking opportunities, disseminate information regarding good practices, provide technical assistance, and advocate for oversight. NACOLE members pay discounted rates to attend NACOLE conferences and training events, as well as the conferences and events held by our partners, and are eligible to earn the CPO credential.

ORGANIZATIONAL, $400 Annually
Organizational Members are agencies or boards who provide civilian oversight of law enforcement by legislative or executive mandate. All agency or board affiliate members (i.e., staff or volunteers) are eligible to serve on committees; however, election or appointment to the Board of Directors shall be limited to the designated voting member of the agency or board.

REGULAR, $150 Annually
Regular Members cannot be currently-serving sworn law enforcement officers; work for or constitute agencies which are established by legislative or executive authority to investigate or review issues and complaints against law enforcement; or worked for or have constituted agencies, which are established by legislative or executive authority to investigate or review complaints against law enforcement. Regular Members may also be mayors, county or municipal managers, or persons who otherwise hold an executive position or are on a board, council, commission, or committee with authority to direct, control, or oversee the activities or performance of the chief law enforcement officer of a political subdivision.

ASSOCIATE, $100 Annually
Associate Members are any persons interested with the oversight of law enforcement.

STUDENT, $50 Annually
Student Members must be currently enrolled either full or part-time in a college or university program in the area of criminology, criminal justice, law, sociology, political science, public administration, journalism, or a related field and interested in the oversight of law enforcement. Student Members shall be able to participate in all Association activities including serving on committees, but are ineligible to vote or serve as officers or members of the Board of Directors.

LIFE MEMBERSHIP
Life Members include the Founding Members of NACOLE and Past-Presidents who have honorably completed the full term of office. Persons eligible for a Life Membership include any individual who has retained active regular membership in NACOLE for 20 continuous years or any individual who has 20 continuous years of service with an agency or board that has held continuous organizational membership during that person’s tenure. Additionally, any individual who retires from police oversight activities and at the time of retirement has retained active regular membership for 10 continuous years, or who retired from police oversight activities and at the time of retirement has 10 continuous years of service with an agency or board that has held continuous organizational membership during that person’s tenure, may be eligible for a Life Membership.

Additional information and membership applications may be found at www.nacole.org/membership.
NACOLE Code of Ethics

PREAMBLE
Civilian oversight practitioners have a unique role as public servants overseeing law enforcement agencies. The community, government, and law enforcement have entrusted them to conduct their work in a professional, fair and impartial manner. They earn this trust through a firm commitment to the public good, the mission of their agency, and the ethical and professional standards described herein.

The standards in the Code are intended to be of general application. It is recognized, however, that the practice of civilian oversight varies among jurisdictions and agencies, and additional standards may be necessary. The spirit of these ethical and professional standards should guide the civilian oversight practitioner in adapting to individual circumstances, and in promoting public trust, integrity and transparency.

PERSONAL INTEGRITY
Demonstrate the highest standards of personal integrity, commitment, truthfulness, and fortitude in order to inspire trust among your stakeholders, and to set an example for others. Avoid conflicts of interest. Conduct yourself in a fair and impartial manner and recuse yourself or personnel within your agency when a significant conflict of interest arises. Do not accept gifts, gratuities or favors that could compromise your impartiality and independence.

INDEPENDENT AND THOROUGH OVERSIGHT
Conduct investigations, audits, evaluations and reviews with diligence, an open and questioning mind, integrity, objectivity and fairness, in a timely manner. Rigorously test the accuracy and reliability of information from all sources. Present the facts and findings without regard to personal beliefs or concern for personal, professional, or political consequences.

TRANSPARENCY AND CONFIDENTIALITY
Conduct oversight activities openly and transparently, providing regular reports and analysis of your activities, and explanations of your procedures and practices to as wide an audience as possible. Maintain the confidentiality of information that cannot be disclosed and protect the security of confidential records.

RESPECTFUL AND UNBIASED TREATMENT
Treat all individuals with dignity and respect, and without preference or discrimination, including, but not limited to, the following protected classes: age, ethnicity, culture, race, disability, gender, religion, sexual orientation, socioeconomic status or political beliefs.

OUTREACH AND RELATIONSHIPS WITH STAKEHOLDERS
Disseminate information and conduct outreach activity in the communities that you serve. Pursue open, candid, and non-defensive dialogue with your stakeholders. Educate and learn from the community.

AGENCY SELF-EXAMINATION AND COMMITMENT TO POLICY REVIEW
Seek continuous improvement in the effectiveness of your oversight agency, the law enforcement agency it works with, and their relations with the communities they serve. Gauge your effectiveness through evaluation and analysis of your work product. Emphasize policy review aimed at substantive organizational reforms that advance law enforcement accountability and performance.
PROFESSIONAL EXCELLENCE
Seek professional development to ensure competence. Acquire the necessary knowledge and understanding of the policies, procedures, and practices of the law enforcement agency you oversee. Keep informed of current legal, professional and social issues that affect the community, the law enforcement agency, and your oversight agency.

PRIMARY OBLIGATION TO THE COMMUNITY
At all times, place your obligation to the community, duty to uphold the law and to the goals and objectives of your agency above your personal self-interest.

The following oversight agencies have adopted the NACOLE Code of Ethics:

- Citizen Oversight Board, City & County of Denver, CO
- Citizens’ Law Enforcement Review Board, San Diego County, CA
- Citizens’ Review Board on Police Practices, San Diego, CA
- Civilian Review Board, Eugene, OR
- Independent Review Panel, Miami, FL
- Milwaukee Fire and Police Commission, Milwaukee, WI
- Office of Community Complaints, Kansas City, MO
- Office of Police Complaints, Washington, D.C.
- Office of Professional Accountability, Seattle, WA
- Office of the Community Ombudsman, Boise, ID
- Office of the Independent Monitor, City & County of Denver, CO
- Office of the Independent Police Auditor, Bay Area Rapid Transit District, San Francisco, CA
- Office of the Independent Police Auditor, San Jose, CA
- Office of the Police Auditor, Eugene, OR
- Office of the Police Ombudsman, Spokane, WA
- Richmond Police Commission, Richmond, CA

Please let us know if your agency has adopted the NACOLE Code of Ethics by contacting us at info@nacole.org or (317) 721-8133.
NACOLE Certified Practitioner of Oversight Program

NACOLE offers a Certified Practitioner of Oversight (CPO) Credential through its annual conferences. This program recognizes oversight practitioners who have achieved a high level of professional oversight training and encourages employers and oversight agencies to financially support and encourage participation in these voluntary training programs. To earn the CPO Credential, a person must participate in designated training sessions at three qualifying conferences in a five-year period, and satisfy supplemental reading requirements. The 2008 NACOLE Conference was the first qualifying conference for this program.

The Credential is valid for five years from the date of the first qualifying conference. Applications for the CPO Credential may be made at the time of conference registration or at any time during the conference by completing the application form. NACOLE continues to offer its Training Certificate Program, initiated in 2008, recognizing participation in conference training. Conferees who attend a minimum of three sessions designated as “Training Sessions” and two additional conference sessions of their choice will be awarded a Certificate of Training. Conferees may make application at the time of conference registration or at any time during the conference by completing the application form.

There is no additional fee for these programs; however, to participate, you must be a NACOLE member.

The following NACOLE members have met all requirements and are currently considered Certified Practitioners of Oversight:

Barbara Attard, San Francisco, CA
Eddie Aubrey, Renton, WA
Cristina Beamud, Miami, FL
Susan Bodden-Eichsteadt, Milwaukee, WI
Tim Burns, Spokane, WA
Brian Buchner, Los Angeles, CA
Brian Corr, Cambridge, MA
Ainsley Cromwell, Detroit, MI
Eduardo Diaz, Ph.D., Miami, FL
Ines Vargas Fraenkel, San Francisco, CA
Joyce M. Hicks, San Francisco, CA
Susan Hutson, New Orleans, LA
Mark Iris, Chicago, IL
Frank Liberti, Rochester, NY
Gillian Lucky, Trinidad & Tobago
Stephen McKean, Minneapolis, MN
Edward J. McMahon, San Francisco, CA
Pierce Murphy, Seattle, WA
Camelia Naguib, Los Angeles, CA
Crista E. Noel, Chicago, IL
William Ramirez, San Juan, PR
Richard A. Rasmussen, Salt Lake City, UT
Avice Evans Reid, Knoxville, TN
Charles D. Reynolds, Dover, NH
Dawn Reynolds, Dallas, OR
Ilana Rosenzweig, Singapore
Mark P. Smith, Oakland, CA
Diana Teran, Commerce, CA

Michael Tobin, Milwaukee, WI
Jayson Wechter, San Francisco, CA
Karen U. Williams, Kansas City, MO
Philip Young, Akron, OH
NACOLE Annual Conference Scholarship Fund

In 2012, NACOLE established a scholarship fund 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. The Scholarship Fund supports and strengthens the work of civilian oversight practitioners and communities by providing access to a broad range of oversight information, best practices, and professional networks. The NACOLE Annual Conference Scholarship Fund is made possible by generous donations from individuals and organizations across the country.

FOUNDERS’ COMMUNITY SCHOLARSHIP AWARD
The Founders’ Community Scholarship Award (FCSA) honors the significant contributions of the founders of NACOLE by supporting grassroots and community members and/or law enforcement members whose attendance at the Annual Conference will benefit their communities and whose commitment to civilian oversight will be reinforced by their participation. The FCSA provides financial assistance to attend the Annual Conference to individuals from diverse social, economic, racial, ethnic, and cultural backgrounds.

PRESIDENTS’ SCHOLARSHIP AWARD
The Presidents’ Scholarship Award (PSA) recognizes the dedication and commitment of each of NACOLE’s past Presidents by supporting early-career professionals, volunteers, and students whose attendance at the Annual Conference will strengthen their interest and commitment to the field. The PSA supports anyone with three years or fewer of experience working or volunteering in civilian oversight of law enforcement and students currently enrolled full- or part-time in a college or university program.

MEMBERSHIP SCHOLARSHIP AWARD
The Membership Scholarship Award (MSA) supports and strengthens the work of NACOLE members by introducing them to a broad range of oversight information, best practices and professional networks. The MSA supports individuals in all NACOLE membership categories—Regular, Associate, Organizational and Student—by providing financial assistance to attend the Annual Conference. To be eligible for the MSA, you must be a member of NACOLE in good standing or employed by/affiliated with an oversight entity holding an organizational membership in good standing at the time of your application.

2014 NACOLE ANNUAL CONFERENCE SCHOLARSHIP RECIPIENTS

FOUNDER’S COMMUNITY SCHOLARSHIP AWARD RECIPIENTS

John Chasnoff
As a member of the Coalition Against Police Crimes and Repression since 1999, John has worked on a host of issues related to police accountability, including campaigns for local control and civilian oversight of the St. Louis police. The group hopes to pass a bill creating an Office of Civilian Oversight in 2014. John was Program Director at the ACLU of Eastern Missouri for five years. He is also part of the Committee for Prisoner Rights, working for oversight of the city jails, and an active member of Drone Free St. Louis, which organizes against mass surveillance.

Melissa Trimble
Ms. Trimble is currently completing her Masters’ in Criminal Justice at Washburn University and looks to acquire her Ph.D. in Criminology with the ultimate goal of teaching criminal justice while working in civilian oversight. Ms. Trimble was recently nominated for Washburn University’s Who’s Who among
Students in American Colleges and Universities and accepted the prestigious award in the spring of 2014. She became a member of Washburn’s Criminal Justice Club in the fall of 2012 and was inducted in the Sigma Lambda – Washburn Criminal Justice Honor Society.

**PRESIDENT’S SCHOLARSHIP AWARD**

**Marquez Equalibria**
Marquez Equalibria has been a Conciliation Specialist with the U.S. Department of Justice Community Relations Service since 2009. His free impartial and confidential services involve facilitation, mediation, education, and consulting. Many of his cases involve assisting communities after a law enforcement controversy, some of which have involved high levels of protest and anger against officials. In the last two years, more and more communities in his cases have articulated the specific need for citizen oversight. Marquez has a BA in International Relations and an MA in Conflict Resolution.

**Katie Freeman-Otte**
Katie Freeman-Otte has made significant contributions to civilian oversight through her work for the Office of the Police Ombudsman and the Center for Justice in Spokane, Washington. She recently assisted with the Eurasia Foundation’s U.S./Russia Social Expertise Exchange Fellowship Program. Her commitment to civilian oversight is further demonstrated through her work at the Office of Police Ombudsman, where she researched and wrote a document titled, “Community Oriented Policing & Police Community Relations: From Definition to Implementation.” At the Center for Justice, Katie has helped shape policy and advocated on behalf of efforts to enforce a referendum providing the Police Ombudsman with more independent investigative authority.

**Patrisse Cullors**
Patrisse Cullors is the founder of Dignity and Power Now, a multiracial grassroots organization building political power and resilience for incarcerated people and their communities in Los Angeles County. The Coalition to End Violence in LA Jails is the central base-building project of this organization. It engages county government and the sheriffs to establish and enforce independent civilian oversight of jails. Patrisse believes that to build an organization we must develop ways to heal communally through telling our stories whether that is in poetry or in a piece of legislation.

**MEMBERSHIP SCHOLARSHIP AWARD**

**Cheryl Hayward**
Cheryl Hayward is the Program Manager, Community Advocate for the Police and Community Relations Programs with the Center for Dispute Settlement in Rochester, New York. She has extensive experience working with youth and adults and has been active in the field of training and program development for over ten years. Cheryl’s role is to ensure the integrity of the Civilian Review Board oversight process, relate that to the community at large, conduct public outreach sessions including news media interviews, and respond to public concerns. She has served in this position since February 2013.

**PAST SCHOLARSHIP RECIPIENTS:**

2013: Kim Hendrickson; Sharon Kidd; Ellen LoCurto-Martinez; and Crista Noel

Additional information regarding the Annual Conference Scholarship Program may be found at [www.nacole.org/special-programs/scholarship-program](http://www.nacole.org/special-programs/scholarship-program).
NACOLE Professional Mentoring Program

The NACOLE Professional Mentoring Program offers opportunities for experienced and newer police oversight professionals to continue their professional development through formal mentoring relationships.

Newer police oversight professionals often face challenges that have been faced previously by mentors in their own careers. As a result, mentors can provide feedback, guidance, tools, and specific resources to these newer professionals on good professional practices. Some of the more common issues faced by newer police oversight professionals include:

- Effective communication between police oversight, law enforcement, and communities;
- Professionalism and ethics;
- Conducting and reviewing investigations;
- Policy analysis;
- Career enhancement;
- Balancing careers with family and personal lives; and
- Diversity issues.

Participation in the program is voluntary, and one-on-one relationships between mentors and mentees are developed through regular communication via telephone and/or e-mail, usually on a monthly basis, participation in topic-specific conference calls and other professional growth opportunities.

Some of the program’s activities include, but are not limited to:

- Completing professional needs assessment surveys;
- Setting short-, mid- and long-term career goals and tracking progress in accomplishing those goals over time;
- Presenting together at the annual conference;
- Discussing scholarly research on policing and police accountability;
- Building skill sets in specific areas such as conducting complaint investigations;
- Talking about general management and leadership principles; and
- Helping prepare for job openings in civilian oversight of law enforcement.

During each annual conference, the program hosts an informal get together, which is a great opportunity for many of the program participants to meet face-to-face for the first time.

For more information or to get involved with the Mentoring Program visit https://nacole.org/special-programs/mentoring-program/.
Join NACOLE
Becoming a member of NACOLE allows you to join the growing community of civilian oversight practitioners, law enforcement officials, journalists, elected officials, students, community members, and others working to promote police transparency and accountability and build community trust through civilian oversight in the United States and abroad.

Membership enables you to:

• Collaborate with us in continuing to produce world-class training
• Facilitate networking opportunities
• Disseminate information regarding best practices
• Provide technical assistance to new and existing oversight agencies
• Act as advocates of civilian oversight
• Pay discounted rates to attend NACOLE training events and conferences
• Be eligible to earn the Certified Practitioner of Oversight credential and participate in the mentoring program
• Receive newsletters, information, and updates about the organization and oversight
• Get access to exclusive members only content on the website

Fill out your Membership Application at www.nacole.org/membership

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