

**CIVILIAN
OVERSIGHT
AS A
PERMANENT
PART
OF
PUBLIC
SAFETY**

27th Annual NACOLE Conference

December 12-16, 2021

Tucson, Arizona





December 12, 2021

Dear Friends and Supporters of Civilian Oversight,

On behalf of the Board of Directors and staff of the National Association for Civilian Oversight of Law Enforcement, I am excited to welcome you to Tucson, Arizona for the 27th Annual Conference: *Civilian Oversight as a Permanent Part of Public Safety*.

This conference marks two years since we have been together and so much has happened since the Detroit conference in 2019. While the challenges during this time have been many, the opportunities have been greater. We have seen the enhancement and expansion of civilian oversight occur in ways we could not have imagined and being together again allows us the opportunity to examine this growth, discuss the path ahead, and cement the manner in which civilian oversight will finally become a permanent part of public safety in our communities across the nation.

I offer a warm welcome to all of you who are new to the work of civilian oversight or new to NACOLE. You are not just part of an organization – you are part of a movement and we welcome you to the NACOLE family. We are filled with gratitude that we will be able to spend the next five days with you while acknowledging the importance of this moment we find ourselves in, celebrate our accomplishments, and prepare for the work ahead.

I am excited that we are able to bring you a full conference that focuses on well-being, meaningful reform, and sustainable change. This year's conference features four tracks that will help those in and around civilian oversight of law enforcement, jails and prisons improve their skills and learn about important topics affecting the work from experts in the field. I am also honored that we will be joined by this year's keynote luncheon speaker, Michael Horowitz, the Inspector General for the U.S. Department of Justice as well as Susan Hutson, the Immediate Past President of NACOLE and former candidate for Sheriff of Orleans Parish, LA who will serve as our opening speaker.

I want to thank the NACOLE staff, Board members, Annual Conference Committee, and all those who volunteered to develop and organize the conference programming. I also acknowledge the work of our partners in Tucson, who have supported NACOLE in creating this conference.

We are grateful for your support and efforts in strengthening civilian oversight. We look forward to working with all of you in the coming year and supporting your efforts to make your local law enforcement agencies, jails, and prisons more transparent, accountable, and responsive to the communities they serve

Best regards,

Gianina Irlando, President

Civilian Oversight as a Permanent Part of Public Safety

The 27th Annual Conference of the National Association
for Civilian Oversight of Law Enforcement

TABLE OF CONTENTS

| | |
|--|----|
| Acknowledgments | 1 |
| NACOLE Founders | 2 |
| NACOLE Presidents | 2 |
| 2021 – 2022 NACOLE Board of Directors | 3 |
| NACOLE Organizational Information Mission and Goals Activities | 4 |
| NACOLE Honorees Flame Award Achievement in and Contribution to Oversight Awards Additional Awards | 5 |
| 2021 Award Recipients | 8 |
| Annual Conference Scholarship Fund and 2021 Scholarship Recipients | 10 |
| Annual Conference Track Descriptions | 11 |
| Daily Schedule | 12 |
| Conference Session Summaries and Speakers | 14 |
| 2021 Annual Conference Attendees | 32 |

ACKNOWLEDGMENTS & GRATITUDE

The City of Tucson, Arizona

Regina Romero, Mayor

Office of the City Manager

Mike Ortega, City Manager

Liana Perez, Deputy City Manager

City of Tucson Independent Police Auditor

Mitchell A. Kagen, Independent Police Auditor

City of Tucson Community Police Advisory Review Board

Annabelle Nunez (Chairperson)

Jaime Tadeo (Vice Chairperson)

Kate Calhoun

Kevin Hall

Traci Hockett

Martha Lemen

Shaliqua McCoy

Tommi Mendoza

Tucson Police Department

Chris Magnus, Chief

NACOLE FOUNDERS

In 1993, members of the United States (U.S.) delegation to the IACOLE conference in Cambridge, MA, 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, MD, and NACOLE was established. Their hard work and dedication laid the foundation for continued growth and advancement of the practice of civilian oversight of the police.

DONALD CASIMERE

CLYDE B. DAVIS

FELICIA DAVIS

HELEN MARIE DAVIS

JAMES L. JOHNSON

ROBIN LOLAR

MALVINA MONTEIRO

BRIAN C. REEDER

LARNA SPEARMAN

NACOLE PRESIDENTS

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

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

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

SUE L. QUINN (2000-2003)
San Diego, CA

KATHRYN OLSON (2010-2012)
Seattle, WA

MALVINA MONTEIRO (2003-2005)
Cambridge, MA

ILANA ROSENZWEIG (2012-2013)
Chicago, IL

BARBARA ATTARD (2005-2006)
San Francisco, CA

BRIAN BUCHNER (2013-2016)
Los Angeles, CA

PIERCE MURPHY (2006-2007)
Boise, ID

BRIAN CORR (2016-2019)
Cambridge, MA

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

SUSAN HUTSON (2019-2021)
New Orleans, LA

PHILIP K. EURE (2008-2009, 2010)
Washington, DC

GIANINA IRLANDO (2021-Present)
Denver, CO

2021 - 2022 NACOLE BOARD OF DIRECTORS

GIANINA IRLANDO, President
Denver, CO

ANTHONY FINNELL, Vice-President
Seattle, WA

GEORGE PEREZVELEZ, Treasurer
Berkeley, CA

FLORENCE FINKLE, Secretary
New York, NY

SUSAN HUTSON, Immediate Past
President
New Orleans, LA

NICOLLE BARTON, Member-at-Large
St. Louis, MO

CATHLEEN BELTZ, Member-at-Large
Los Angeles, CA

JANNA LEWIS, Member-at-Large
Seattle, WA

NASHLA RIVAS SALAS, Member-at-Large
New York, NY

CLARENCE VAUGHN, Member-at-Large
Knoxville, TN

BRIAN WILLIAMS, Member-at-Large
Los Angeles, CA

The National Association for Civilian Oversight of Law Enforcement's (NACOLE) mission is to create a community of support for independent, civilian oversight entities that seek to make their local law enforcement agencies, jails, and prisons more transparent, accountable, and responsive to the communities they serve.

ORGANIZATIONAL INFORMATION

NACOLE MISSION AND GOALS

The National Association for Civilian Oversight of Law Enforcement's (NACOLE) mission is to create a community of support for independent, civilian oversight entities that seek to make their local law enforcement agencies, jails, and prisons more transparent, accountable, and responsive to the communities they serve.

NACOLE elevates and advances high professional and ethical standards for and promotes the independence and authority of all entities charged with civilian oversight. To achieve its mission NACOLE:

- Assists, supports, and educates jurisdictions considering or developing civilian oversight of law enforcement;
- Trains, educates, and sets high professional and ethical standards for organizations and practitioners charged with civilian oversight of law enforcement;
- Provides educational and informational resources relating to the field of civilian oversight of law enforcement;
- Supports efforts and strategies that afford civilian oversight organizations independence, adequate authority, and sufficient funding and staffing; and
- Defends members against attacks that impede or undermine the effectiveness of civilian oversight.

NACOLE ACTIVITIES

NACOLE's membership is comprised of thousands of oversight practitioners, current and former law enforcement personnel, elected officials, journalists, academics, community stakeholders, and others. NACOLE has worked to legitimize police oversight as a professional field of study and practice and has facilitated the development of professional standards, including a code of ethics, core competencies, training guidelines, and principles for effective oversight for oversight practitioners. In addition to hosting an annual training conference, NACOLE hosts a webinar series as well as regional training and networking events throughout the year to increase our reach. These programs allow more opportunities to meet and exchange information and ideas about issues affecting civilian oversight of law enforcement.

NACOLE works collaboratively and in partnership with those interested in oversight. From the public perspective, NACOLE ensures oversight is present, knowledgeable, and capable. From the law enforcement perspective, NACOLE ensures policies and processes are in place to ensure transparency, accountability, and institutional commitment to constitutional policing. NACOLE seeks to engage stakeholders in a dialogue that firmly establishes partnerships and helps create an environment in which police are responsive to the community, they engage with the community impartially, and in turn, the community views the police with legitimacy and respect.

In addition, NACOLE:

- Organizes training conferences and seminars
- Provides technical assistance and support
- Encourages networking, communication, and information sharing
- Produces a webinar series on topics important to those in and around oversight
- Offers a professional certification credential for oversight practitioners
- Maintains an information and resource clearinghouse
- Sponsors a listserv for information on the topics of policing and police oversight

NACOLE HONOREES

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

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 recipients of this award. The year and location of the annual conference in which they were recognized are also noted.

LIANA PEREZ
Tucson, AZ | 2021

MICHAEL GENNACO
San Diego, CA | 2012

MICHELE Y. DEITCH
Detroit, MI | 2019

RICHARD ROSENTHAL
New Orleans, LA | 2011

HON. THELTON E. HENDERSON
St. Petersburg, FL | 2018

AL LACABE
Seattle, WA | 2010

L. PIERCE MURPHY
Spokane, WA | 2017

NUALA O'LOAN
San Jose, CA | 2007

CHRISTY E. LOPEZ
Albuquerque, NM | 2016

ANTHONY D. ROMERO
San Jose, CA | 2007

CHARLES D. REYNOLDS
Riverside, CA | 2015

SAMUEL WALKER
Miami, FL | 2005

JOHN W. MACK
Kansas City, MO | 2014

JANET RENO
Miami, FL | 2005

PHILIP K. EURE
Salt Lake City, UT | 2013

MERRICK BOBB
Los Angeles, CA | 2003

ACHIEVEMENT IN AND CONTRIBUTION TO OVERSIGHT AWARDS

Both the Achievement in Oversight and the Contribution to Oversight awards recognize specific, significant accomplishments or contributions to civilian oversight by individuals, an organization, or an agency. The following are recipients of this award. The year and location of the annual conference where they were recognized are also noted.

SIMONE LEVINE

Contribution to Oversight | Tucson, AZ | 2021

IMANI S. JAAFAR

Achievement in Oversight | Detroit, MI | 2019

CONSTANTIN SEVERE

Contribution to Oversight | Detroit, MI | 2019

THE ADMINISTRATIVE PROSECUTION UNIT
OF THE NEW YORK CITY CIVILIAN
COMPLAINT REVIEW BOARD

Contribution to Oversight | Detroit, MI | 2019

NO ON PROPOSITION H CORE
COMMITTEE MEMBERS

Achievement in Oversight | St. Petersburg, FL | 2018

COMMISSIONER TERENCE F. WILLIAMS &
THE INDEPENDENT COMMITTEE OF
INVESTIGATIONS (INDECOM)

Achievement in Oversight | St. Petersburg, FL | 2018

JUDGE ANNE LEVINSON (RET.)

Contribution to Oversight | St. Petersburg, FL | 2018

DIANA TERAN

Contribution to Oversight | St. Petersburg, FL | 2018

DONNA SALAZAR

Achievement in Oversight | Spokane, WA | 2017

OFFICE OF THE NEW ORLEANS
INDEPENDENT POLICE MONITOR

Achievement in Oversight | Spokane, WA | 2017

COALITION FOR POLICE ACCOUNTABILITY

Contribution to Oversight | Spokane, WA | 2017

PETER S. HOLMES

Contribution to Oversight | Spokane, WA | 2017

NICHOLAS E. MITCHELL & THE STAFF OF
THE OFFICE OF THE INDEPENDENT
MONITOR

Achievement in Oversight | Albuquerque, NM | 2016

SONOMA COUNTY, CALIFORNIA & THE
COMMUNITY AND LOCAL LAW
ENFORCEMENT TASK FORCE

Achievement in Oversight | Albuquerque, NM | 2016

INVISIBLE INSTITUTE

Contribution to Oversight | Albuquerque, NM | 2016

ST. LOUIS CITY ALDERMEN

ANTONIO FRENCH & TERRY KENNEDY

Achievement in Oversight | Riverside, CA | 2015

SAMARA MARION

Achievement in Oversight | Riverside, CA | 2015

NEW YORK CITY COUNCIL MEMBERS

BRAD LANDER & JUMAANE WILLIAMS

Achievement in Oversight | Kansas City, MO | 2014

PATRISSE CULLORS

Achievement in Oversight | Kansas City, MO | 2014

KELLY DAVIS, LIAM DILLON, & DAVE
MAASS

Contribution to Oversight | Kansas City, MO | 2014

CENTER FOR JUSTICE

Contribution to Oversight | Salt Lake City, UT | 2013

JOHN DAHLBURG, SALLY KESTIN,
& JOHN MAINES

Contribution to Oversight | Salt Lake City, UT | 2013

ANDRÉ MARIN

Achievement in Oversight | San Diego, CA | 2012

TOM JENNINGS, LAURA MAGGI, BRENDAN MCCARTHY, & A.C. THOMPSON
Contribution to Oversight | San Diego, CA | 2012

STATE ASSEMBLYMAN MARK LENO & STATE SENATOR GLORIA ROMERO
Contribution to Oversight | San Jose, CA | 2007

MARK SCHLOSBERG
Contribution to Oversight | San Jose, CA | 2007

JOHN CREW
Contribution to Oversight | Denver, CO | 2001

Additional Awards

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.

KAREN U. WILLIAMS
St. Petersburg, FL | 2018

CAROL SCOTT
Seattle, WA | 2010

DONALD CASIMERE
Cincinnati, OH | 2008

ROBIN LOLAR
San Jose, CA | 2007

ROSE CEJA-ARAGON
Miami, FL | 2005

SUE L. QUINN
Miami, FL | 2005

TERESA GUERRERO-DALEY
Chicago, IL | 2004

ROBERT AARONSON
Chicago, IL | 2004

DENISE DEFOREST
Chicago, IL | 2004

JOE SANDOVAL
Los Angeles, CA | 2003

DEDE WILHELM
Los Angeles, CA | 2003

THE FOUNDERS OF NACOLE
Cambridge, MA | 2002

Do you know someone who should be recognized for a significant contribution or accomplishment in the field of civilian oversight?

*NACOLE strives to acknowledge and honor those who are working diligently to build public trust in law enforcement through transparency and accountability. Help us do this by submitting a nomination today. Nominations for our 2022 awards are now being accepted but must be received by **JUNE 24, 2022**. Visit www.NACOLE.org for more information.*

2021 AWARD RECIPIENT BIOGRAPHIES

LIANA PEREZ

Flame Award

Liana Perez became involved in civilian oversight of law enforcement when she was named Tucson's first Independent Police Auditor in 1997. During that time Liana worked to build the office into what is seen by many as a model agency for those wishing to establish or enhance existing civilian oversight mechanisms. She did this through networking with the few auditor/monitor-focused models that existed at that time to learn what effective practices should be employed. She also relied on her instincts – those that told her that successful, sustainable oversight is dependent on strong relationships with all stakeholders and working in a collaborative atmosphere rather than one that was adversarial.

While in her role as auditor, Liana became involved with the National Association for Civilian Oversight of Law Enforcement (NACOLE) – first as member and then as a board member. She used her involvement in NACOLE as a way to not only enhance her own agency but share her experiences with those working to establish oversight in their own jurisdictions. In 2013, Liana became NACOLE's Director of Operations, where she faithfully served until she was called out of retirement to become Tucson's Deputy City Manager in February 2021. During this time, she helped thousands of NACOLE members, community advocates, elected officials, academics, law enforcement leaders, journalists, and others to understand the importance of civilian oversight of law enforcement, what it takes to establish mechanisms that are both effective and sustainable, and how to navigate the ever-changing landscape of police accountability. Although often working behind the scenes, she has been a monumental force in the civilian oversight movement for the last 24 years – helping to make it what it is today.

SIMONE LEVINE

Contribution to Oversight Award

In August 2015, Simone Levine assumed the post of Executive Director of Court Watch NOLA, a nonprofit organization which has done exceptional work towards ensuring public accountability under her leadership. Court Watch NOLA uniquely monitors the police inside the courtroom rather than on the street, training volunteers to observe court proceedings and collect data for annual reports. These reports offer specific, data-informed recommendations on how to improve court systems and they have been invaluable tools for legislators, legal scholars, law enforcement, and the media for years. In fact, in 2017 Court Watch NOLA bestowed its annual public commendation to the Superintendent of the New Orleans Police Department for making changes to the police department as a result of data Court Watch NOLA collected.

Ms. Levine's efforts to end injustice in the court system go far beyond her work at Court Watch NOLA. Prior to holding this position, she served as Deputy Police Monitor under Susan Hutson for 5+ years, where she supervised the monitoring of major use of force cases and police disciplinary hearings. She has worked closely with groups such as the Innocence Project and Color of Change. She is a highly sought-after public speaker, having been invited to speak at many conferences including NACOLE's during her career. Before becoming an attorney, Ms. Levine did human rights work centered around police and military violence while living in East and Southeast Asia.

Annual Conference Scholarship Fund

The NACOLE Annual Conference Scholarship Fund offers 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.

Your donations help NACOLE carry out this effort.

Please take a moment and visit the registration desk or use the QR code below to **make your donation today!**



ANNUAL CONFERENCE SCHOLARSHIP FUND

In 2012, NACOLE established a scholarship fund to offer financial support to individuals wishing 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, effective practices, and professional networks. The NACOLE Annual Conference Scholarship Fund is made possible by generous donations from members as well as individuals and organizations across the country and around the world.

2021 Scholarship Recipients

Emerlin Durotimi Amy George

Independent Police Complaints Board, Freetown | Sierra Leone, Africa

Dirck Hargraves

Police Civilian Review Panel of Fairfax County, VA | Alexandria, VA

Alexandria Jean Hughes

Michigan Liberation and Accountability for Dearborn organizations | Southfield, MI

Omar Kelly

Cleveland Community Police Commission's Leaders of Tomorrow Program | Cleveland, OH

Christopher Olmsted

Civilian Complaint Review Board | New York, NY

Tracey Rosenlund

Albany County for Proper Policing | Laramie, WY

Lori Young

Just Voices Iowa and Iowa Citizens for Community Improvement | Des Moines, IA

Additional information regarding the Annual Conference Scholarship Program may be found at www.nacole.org/special-programs/scholarship-program

2021 ANNUAL CONFERENCE TRACK DESCRIPTIONS

This year's conference tracks feature a wide range of topics geared towards giving those who work in and around oversight the tools they need to do the work and make an impact on public safety. Below you will find a description of each track and will be introduced to the color-coding system that will help guide you through the conference schedule and session summaries.

Strengthening the Work of Civilian Oversight

The Strengthening the Work of Civilian Oversight track provides attendees opportunities to understand the various principles, components, and effective practices of civilian oversight and to hone the technical skills used every day by those in oversight. Each session will present information that will be useful to those new to oversight and benefit more experienced practitioners by building on existing skills.

Reform and Transformative Change in Policing

The Reform and Transformative Change in Policing track will present attendees with a range of topics regarding recent reforms and changes in policing and oversight. Many of these topics have their roots in the events of 2020 surrounding the murder of George Floyd and explore how policing and oversight continue to evolve.

Jail and Prison Oversight

The Jail and Prison Oversight track will present attendees with a range of topics specific to the oversight of jail and prisons. Areas of discussion include the creation of correctional oversight, maintaining oversight independence while collaborating with correctional agencies, how correctional leaders view oversight, the critical importance of access to a functional grievance system, and real-world examples of institutional cultural transformation. Current oversight practitioners and those who are working to create correctional oversight will gain insight into effective practices and emerging trends in this expanding field.

Collaboration

The Collaboration track sessions will focus on the relationship between oversight practitioners and the agencies or departments they oversee. In addition, it will focus on the importance of working with stakeholders in an effective, objective, and independent manner. Presentations in this track address how oversight practitioners can build effective relationships with stakeholders while still maintaining both real and perceived independence. Issues include improving communication, fostering trust, dealing with critical oversight reports, and recognizing and mitigating potential threats to oversight independence.

DAILY SCHEDULE AND SESSION SUMMARIES

Sunday, December 12th

| Time | Event Description/Session Title |
|------------------------|---|
| 11:00 a.m. – 5:00 p.m. | Registration Desk Open |
| 1:00 p.m. – 2:30 p.m. | Wellness Activity 1: Qigong Dharma with Teja Bell |
| 3:00 p.m. – 4:00 p.m. | Wellness Activity 2: Yoga |
| 5:30 p.m. – 7:30 p.m. | Opening Reception – Join us as we kick off the 27 th Annual Conference and celebrate being together in person! |

Monday, December 13th

| Time | Event Description/Session Title |
|-------------------------|---|
| 8:30 a.m. – 9:30 a.m. | Opening Remarks and Presentation of the Annual Speaker Gift |
| 9:30 a.m. – 10:15 a.m. | Featured Speaker: Susan Hutson, NACOLE's Immediate Past President |
| 10:30 a.m. – 12:00 p.m. | General Session: Trauma, Resilience, and Oversight: Understanding the Impact of Trauma and Building Resilience Through Our Work |
| 12:00 p.m. – 1:30 p.m. | Lunch on Your Own |
| 1:30 p.m. – 3:00 p.m. | General Session: Focusing on This Moment: The State of Civilian Oversight of Law Enforcement |
| 3:15 p.m. – 5:15 p.m. | General Session: Six Durations of a Split Second: The Killing of Harith Augustus |

Tuesday, December 14th

| Time | Description/Session Title | |
|-------------------------|--|---|
| 8:30 a.m. – 10:00 a.m. | Concurrent Session: Environmental Disaster Planning for Jails and Prisons | Concurrent Session: Creating Effective Civilian Oversight of Law Enforcement |
| 10:15 a.m. – 11:45 a.m. | Concurrent Session: Oversight of Women Prisoners | Concurrent Session: Road to Civilian Oversight in Miami-Dade County |
| 12:00 p.m. – 1:30 p.m. | NACOLE Awards Ceremony and Keynote Speaker, featuring Michael Horowitz, Inspector General, United States Department of Justice | |
| 1:30 p.m. – 3:00 p.m. | Concurrent Session: Violence in the Jails: Causes, Effects; and Accountability | Concurrent Session: Reforming Existing Oversight Agencies |
| 3:15 p.m. – 5:00 p.m. | Concurrent Roundtable Discussion: Next Steps for Jail and Prison Oversight | Concurrent Roundtable Discussion: Effective and Sustainable Growth in Civilian Oversight of Law Enforcement |

Wednesday, December 15th

| Time | Description/Session Title | |
|-------------------------|---|--|
| 8:30 a.m. – 10:00 a.m. | Concurrent Session: Partnering Law Enforcement with Mental Health Social Workers in Community Co-Response | Concurrent Session: Building Bridges Between Community and Police Through Sentinel Event Review |
| 10:15 a.m. – 11:45 a.m. | Concurrent Session: Conducting Oversight in a Racially and Politically Charged Environment | Concurrent Session: Systemic Review – A Case Study of Reviews of Police Response to Protests |
| 12:00 p.m. – 1:30 p.m. | Lunch on Your Own | |
| 1:30 p.m. – 3:00 p.m. | Concurrent Session: Oversight and Collective Bargaining – Overcoming Accountability Obstacles | Concurrent Session: Oversight Resources – A Case Study of the Effects of Major Events on Civilian Oversight Agencies |
| 3:15 p.m. – 5:00 p.m. | Roundtable Discussion: Attendee-Driven Roundtable Topics | |
| 6:30 p.m. – 9:00 p.m. | Sankofa Reception | |

Thursday, December 16th

| Time | Event Description/Session Title |
|-------------------------|---|
| 8:30 a.m. – 10:00 a.m. | General Session: Ethics and Civilian Oversight |
| 10:15 a.m. – 11:45 a.m. | General Session: Role of the DOJ in Law Enforcement, Jail and Prison Reform |
| 11:45 p.m. – 12:00 p.m. | Closing Remarks |

Please note - this schedule is subject to change without notice.

Color Legend

| | |
|---|--|
|  | Jail and Prison Oversight |
|  | Reform and Transformative Change in Policing |
|  | Collaboration |
|  | Strengthening the Work of Civilian Oversight |

SUNDAY, DECEMBER 12TH

The stress involved for those practicing civilian oversight - whether as a volunteer or a paid professional - is underestimated. The toll that it can take on mental and physical health is real. Because of that, it is important to take the steps necessary to safeguard your mental and physical well-being. To acknowledge this importance, NACOLE is taking the first day of the conference to allow attendees to practice ways in which they can take care of themselves and find ways to cope with the stress that builds as a result of their work.

Wellness Activity 1: Qigong Dharma with Teja Bell

Attendee Wellness and Mindfulness

1:00 p.m. - 2:30 p.m. | Tucson Salons A-E

Qigong Dharma is the confluence of the streams of qigong and meditation - embodiment and insight. It is a pathway to radiant well-being and lends access to direct knowledge of who we are in the greater sense. Practicing Qigong Dharma in this way empowers meditators with calm clear energy, strength and vibrant health - bringing peace to the body, heart and spirit.

Radiant Heart Qigong embraces action and stillness, cultivating standing meditation, sitting meditation, supine meditation postures, and in-motion practices. In addition, Qigong teaches the continuity of meditation in stillness and in motion, using the modalities of mindfulness, natural concentration, presence, compassion, and wisdom.

[Teja Bell](#) has more than forty years' experience training and teaching energy arts, healing practices, and the Dharma. He is an accomplished martial artist and teacher of Aikido and in the Chinese Internal Arts, and is a recognized Rinzaï Zen Master and lineage Dharma teacher.

Wellness Activity 2: Yoga

Attendee Wellness and Mindfulness

3:00 p.m. - 4:00 p.m. | Ania Lawn

Beyond the benefits of increased strength and flexibility, yoga has been found to help improve focus, promote relaxation, and release tension. Some also believe this practice can also help to give one inner strength, build awareness for transformation, and promote self-care.

Opening Reception

JW Marriott Starr Pass Hotel | 5:30 p.m. - 7:30 p.m. | Ania Terrace

Please join us as we kick off the celebration of our 27th Annual NACOLE Conference. At 6:15 p.m. welcoming remarks will be made by the NACOLE Board of Directors. Attendees will be able to enjoy light hors d'oeuvres and a cash bar while visiting with old friends and becoming acquainted with new.

This is an excellent opportunity to learn more about what this year's conference has to offer. We hope to see you there.

MONDAY, DECEMBER 13TH

Continental Breakfast

7:30 a.m. – 9:00 a.m.

Opening Remarks

8:30 a.m. – 9:30 a.m. | Tucson Salons F-J

Welcoming remarks will be provided by Gianina Irlando, NACOLE President; Regina Romero, Mayor of Tucson; Mitchell Kagen, Independent Police Auditor for the City of Tucson; and the Tucson Police Department.

In addition, the Annual Gift in honor of our conference speakers will be presented to Ms. Desiree Cook, Founder and CEO of I Am You 360. I Am You 360 seeks to provide the Arizona foster youth community with unique and holistic programs and services that empower the whole person inside and out, with the goal of sewing the most vulnerable populations back into the fabric of the community by creating employment, mentoring, and development opportunities for youth.

Featured Speaker: Susan Hutson, NACOLE Past President

9:30 a.m. – 10:15 a.m. | Tucson Salons F-J



Susan Hutson, NACOLE's Immediate Past President, began her career in civilian oversight first in Austin, TX and then in Los Angeles where, at times, she reviewed more than 500 civilian complaints received in a week. However, in 2010 she moved to New Orleans where, after years of working in the civilian oversight realm, she would face her toughest challenge yet as the city's new independent police monitor.

Susan's leadership provided civilian oversight of a department with years of mistrust ironed into its reputation and began the process of emphasizing justice over criminal in the criminal justice system. Her work as the independent police monitor secured dozens of oversight victories on behalf of the residents of New Orleans, including the establishment of a critical incident investigation team to probe officer-involved shootings; securing the adoption and release of body camera footage; and opening investigations into complaints of retaliation from the public and from within the ranks of the NOPD.

Susan comes to NACOLE's 27th Annual conference immediately after a run-off election in which she ran against incumbent Sheriff Marlin Gusman to become the Sheriff of Orleans Parish, Louisiana. Her platform centered around three priorities: providing for the humane, ethical, psychological, and medical treatment of incarcerated persons; housing those experiencing loss of liberty due to sentencing, trial awaitment, or other circumstances; and taking charge of the behavior and surroundings of incarcerated persons and ensure each person is safe. These priorities and her efforts to push reform from within are a prime example of the efforts we are seeing around the country to make civilian oversight of jails and prisons a permanent part of public safety.

Trauma, Resilience, and Oversight: Understanding the Impact of Trauma and Building Resilience Through Our Work

Reform and Transformative Change in Policing

General Session 1 | 10:30 a.m. – 12:00 p.m. | Tucson Salons F-J

As communities have increasingly focused on how to create “true public safety,” there is a growing awareness of ways that civilian oversight can support the well-being of all stakeholders in each community – and how practitioners can build community resiliency and promote self-care through their work.

Understanding the nature and impact of experiences of trauma on all the people we encounter in our work – victims and survivors, law enforcement, and oversight practitioners – is invaluable to civilian oversight practitioners, law enforcement leaders, and community members as they work to support the continued evolution of policing to incorporate compassion and resiliency. Panelists will discuss the challenges in helping oversight practitioners enhance their ability to recognize, understand, and mitigate the impacts of trauma of the people they work with in any capacity.

Speakers:

- Brandy Grant, Executive Director, Community Police Commission, Seattle, WA
- Shawn Hill, Lieutenant, Santa Barbara Police Department, Santa Barbara, CA
- Liana Perez, Deputy City Manager and Former Independent Police Auditor, Tucson, AZ

Focusing on this Moment: The State of Civilian Oversight of Law Enforcement

Reform and Transformative Change in Policing

General Session 2 | 1:30 p.m. – 3:00 p.m. | Tucson Salons F-J

Since the murder of George Floyd on May 25, 2020, calls for law enforcement reform and the implementation of enhanced civilian oversight mechanisms have led to bold ideas for change and the enactment of new proposals, models, and agencies – in a way not seen since NACOLE’s beginning in 1994. With communities all over the world gathered in protest and demanding change, we saw a dramatic increase in efforts to ensure that meaningful and sustainable change could take hold and truly make a difference.

For the many people working in the police reform and accountability sphere – some for decades – there can be intense pressure for immediate and transformational change. However, when working to address generational issues in law enforcement, policing, and the criminal justice system – and the deep, systemic problems in U.S. society – it is often impossible to meet the expectations from a broad range of stakeholders within the legal, political, and social contexts that exist. In short, these calls for rethinking, reform, and transformation and the rising expectations for change have not removed the impediments that exist to effective, sustainable oversight.

Please join us as we welcome civilian oversight practitioners from around the country to discuss their experiences, their challenges, and how they are navigating the increasingly challenging landscape of civilian oversight of law enforcement, jails, and prisons.

Speakers:

- Cathleen Beltz, Assistant Inspector General, Los Angeles Office of Inspector General, Los Angeles, CA
- Russell Bloom, Independent Police Auditor, Bay Area Rapid Transit, Oakland, CA
- Kim Neal, Independent Police Oversight Monitor and Director, Office of the Police Oversight Monitor, Fort Worth, TX

Moderator:

- Cameron McElhiney, Director of Training and Education, NACOLE, Indianapolis, IN

Six Durations of a Split Second – The Killing of Harith Augustus

Reform and Transformative Change in Policing

General Session 3 | 3:15 p.m. – 5:15 p.m. | Tucson Salons F-J

Harith Augustus, a 37-year-old African-American barber, was shot to death by police patrolling 71st Street in the South Shore neighborhood of Chicago on July 14, 2018. A statement issued later that day by the Chicago Police Department stated: “The officers approached a male suspect exhibiting characteristics of an armed person, when an armed confrontation ensued resulting in an officer discharging his weapon and fatally striking the offender... A weapon was recovered at the scene.”

Our investigative journalism organization, Invisible Institute, in collaboration with the research agency Forensic Architecture, launched a year-long investigation using new forensic techniques and on-the-ground reporting. The results contest the police narrative that the shooting was justified. We investigate the incident from multiple perspectives and demonstrate that the fatal encounter was caused by aggressive policing rather than any criminal conduct by Augustus.

On August 30, 2019, more than 13 months after the incident and only after we made repeated freedom of information requests, dashcam video footage that shows Officer Dillan Halley in the act of shooting Harith Augustus was released. In the context of our reconstruction of the incident, this is a critical piece of information.

Chicago police records indicate that the dashcam footage was retrieved and secured on the day of the incident. The fact that it was withheld from the public for more than a year raises troubling questions of oversight — especially so when the Augustus killing is viewed in the context of Chicago's catastrophic effort to maintain a patently false official narrative in the Laquan McDonald case.

We have produced six video-investigations, each of which reconstructs the event across a distinct time scale—from milliseconds to years—and exposes different dimensions of police violence. Taken together, these six counter-investigations of the killing of Harith Augustus raise fundamental questions about policing and race in the United States.

Speakers:

- Chaclyn Hunt, Civil Rights Attorney, Invisible Institute, Chicago, IL
- Jamie Kalven, Founding Executive Director, Invisible Institute, Chicago, IL

TUESDAY, DECEMBER 14TH

Continental Breakfast

7:30 a.m. – 9:00 a.m.

Environmental Disaster Planning for Jails and Prisons

Jail and Prison Oversight

Concurrent Session 4 | 8:30 a.m. – 10:00 a.m. | Tucson Salons F-J

Communities across the United States have experienced the devastation of climate change firsthand through intense and elongated freezes, heat waves, flooding, wildfire, earthquakes and hurricanes. Climate change experts predict that the 21st century will give rise to more frequent and extreme natural disasters and weather events, and more vulnerable populations will be forced to contend with the aftermath of these environmental changes. One such population are those incarcerated at municipal, state and federal facilities, who have no decision-making power to protect their health and safety. As oversight agencies grapple with the multitude of cultural and structural challenges specific to the policies directing correctional facilities, the increased risks posed by climate change are not often a priority. However, the increase in literature regarding the intersection of climate change and corrections has demonstrated the need for governmental agencies to address these inevitable environmental changes and their impact.

The panelists will discuss research and political organizing around the intersection of climate change and the impacts on inmates and correctional officers. Panelists will also address how oversight agencies can make recommendations regarding the health and safety of these vulnerable populations.

Speakers:

- Andrea Armstrong, Professor of Law, Loyola University of New Orleans Law School, New Orleans, LA
- Scott Medlock, Partner, King & Griesen, Denver, CO
- Ronald Simpson-Bey, Director of Outreach and Alumni Engagement, JustLeadership USA, Scottsdale, AZ

Moderator:

- Nashla Rivas Salas, Senior Research Director, New York City Board of Correction, New York, NY

Creating Sustainable and Effective Civilian Oversight of Law Enforcement

Strengthening the Work of Oversight

Concurrent Session 5 | 8:30 a.m. – 10:15 a.m. | Tucson Salons A-E

Creating civilian oversight is not a one-size-fits-all endeavor. To ensure that it is effective and sustainable takes careful planning, continued stakeholder engagement and input, and enough time to ensure the implemented mechanism will be both effective and sustainable. In addition, the local history and expectations of the communities involved must be taken into consideration.

This session will explore the information presented in the National Association for Civilian Oversight of Law Enforcement's most recent reports. In addition, it will look at the benefits of civilian oversight; explore the importance of reactive and proactive elements in any oversight mechanism; and highlight the thirteen principles for effective oversight of law enforcement.

Speaker:

- Cameron McElhiney, Director of Training and Education, NACOLE, Indianapolis, IN

Moderator:

- Gianina Irlando, President, NACOLE, Denver, CO

Oversight of Women Prisoners

Jail and Prison Oversight

Concurrent Session 6 | 10:15 a.m. – 11:45 a.m. | Tucson Salons F-J

Jails and prisons are almost universally designed to house men, and policies are accordingly written for a male population. However, policies and practices that work in men's institutional settings do not always translate into practices that are effective for women and women's prisons. In fact, these same practices often harm incarcerated women. This presentation will explore what oversight professionals need to know about women's different needs during incarceration, and how to design correctional oversight that is effective for incarcerated women.

Speaker:

- Julie Abbate, National Advocacy Director, Just Detention International, Washington, DC

Moderator:

- Cathleen Beltz, Assistant Inspector General, Los Angeles Office of Inspector General, Los Angeles, CA

Road to Civilian Oversight in Miami-Dade County

Strengthening the Work of Oversight

Concurrent Session 7 | 10:15 a.m. – 11:45 a.m. | Tucson Salons A-E

This session will focus on the re-establishment of the Miami-Dade County Independent Review Panel. The session will focus on the former IRP, steps taken within the task force for re-establishment, charter/ordinance revisions, political maneuvers, and implementation of the new review panel.

Speakers:

- Christina Beamud, Executive Director, Civilian Oversight Panel, Miami, FL
- Rodney Jacobs, Assistant Director, Civilian Oversight Panel, Miami, FL
- John Quick, Independent Counsel to the Civilian Oversight Panel, Miami, FL

Keynote Luncheon and Award Ceremony

Keynote Speaker: Michael Horowitz, Inspector General, U.S.

Department of Justice

12:00 p.m. – 1:30 p.m. | Arizona Salons 7-12



Michael E. Horowitz was sworn in as the Inspector General of the Department of Justice (DOJ) on April 16, 2012, following his confirmation by the U.S. Senate. Mr. Horowitz was previously confirmed by the Senate in 2003 to serve a six-year term as a Commissioner on the U.S. Sentencing Commission.

As Inspector General, Mr. Horowitz oversees a nationwide workforce of more than 500 special agents, auditors, inspectors, attorneys, and support staff whose mission is to detect and deter waste, fraud, abuse, and misconduct in DOJ programs and personnel, and to promote economy and efficiency in Department operations. Since April 2020, he has simultaneously led the Pandemic Response Accountability Committee, a Committee of 22 federal Inspectors

General that Congress created to oversee the over \$5 trillion in federal pandemic-related emergency spending. From 2015 to 2020, Mr. Horowitz served as the Chair of the Council of the Inspectors General on Integrity and Efficiency (CIGIE), an organization comprised of all 75 federal Inspectors General.

Mr. Horowitz worked from 2002 to 2012 as a partner at Cadwalader, Wickersham, & Taft LLP, where he focused his practice on white collar defense, internal investigations, and regulatory compliance. He also was a board member of the Ethics Resource Center and the Society for Corporate Compliance and Ethics.

Prior to working in private practice, Mr. Horowitz worked in DOJ from 1991 to 2002. He served as an Assistant U.S. Attorney for the Southern District of New York from 1991 to 1999, where he was the Chief of the Public Corruption Unit and a Deputy Chief of the Criminal Division. In 1995, he was awarded the Attorney General's Award for Distinguished Service for his work on a complex police corruption investigation. Thereafter, he worked in the DOJ Criminal Division in Washington from 1999 to 2002, first as a Deputy Assistant Attorney General and then as Chief of Staff. Mr.

Horowitz began his legal career as a law clerk for Judge John G. Davies of the U.S. District Court for the Central District of California and as an associate at Debevoise & Plimpton.

Mr. Horowitz earned his Juris Doctor, magna cum laude, from Harvard Law School and his Bachelor of Arts, summa cum laude, from Brandeis University.

Violence in the Jails: Causes, Effects, and Accountability

Jail and Prison Oversight

Concurrent Session 8 | 1:30 p.m. – 3:00 p.m. | Tucson Salons F-J

Violence is a part of life for hundreds of thousands of people who are incarcerated. These acts, whether at the hands of other prisoners or custody staff, occur behind prison and jail walls, out in the open or in blind spots within the carceral facilities.

Violence in all forms is not only disruptive but can negatively reinforce harm and trauma that can create unnecessary challenges for those who are incarcerated and those who work in these settings.

Through meaningful, open, and honest discussions with legal advocates, researchers, and those with lived experience, we will learn of practical micro and macro solutions that will address why violence occurs, effects on the individuals who are impacted, and how we hold the individuals and systems accountable.

Speakers:

- Eric Balaban, Senior Staff Counsel, National Prison Project of the ACLU, Washington, DC
- Esther Lim, Justice Deputy, Office of L.A. County Board of Supervisor Hilda Solis, Los Angeles, CA
- Phillip Miller, Law Student and Prison Monitor, New York, NY

Reforming Existing Oversight Agencies

Strengthening the Work of Oversight

Concurrent Session 9 | 1:30 p.m. – 3:00 p.m. | Tucson Salons A-E

This panel will discuss a combined approach to reforming existing oversight agencies. Although community efforts are intrinsic to the process, they have at times proven insufficient in generating the necessary pressure for internal and systematic changes. Engaging city, regional and state governing entities can help create the necessary catalyst for sustainable and impactful change. Panelists will share how the ballot process of ordinance changes as well as charter amendments give communities a voice in changing law enforcement oversight agencies.

The panel will review California's efforts at Law Enforcement reform at both state and local levels, looking at the overall laws affecting policy as well as those reforming oversight agencies. Panelists with agencies involved in these changes will share why the changes to an existing oversight agency were necessary in its evolution and how the process developed; why the re-evaluation of an already passed ballot measure was needed with a second ballot measure to increase the powers of the agency or as a means to rectify omissions to the original measure;

and how written directives and timelines for re-evaluation and review within the measure are critical to the continued evolution of oversight agencies.

Speakers:

- Katherine Lee, Interim Director, Office of the Director of Police Accountability, Berkeley, CA
- George Perezvelez, Member, NACOLE Board of Directors, Berkeley, CA
- Jerry Threet, Principal, Law Office of Jerry Threet, Victoria, British Columbia

Roundtable Discussion: Next Steps for Jail & Prison Oversight

Jail and Prison Oversight

Concurrent Session 10 | 3:15 p.m. – 5:00 p.m. | Arizona Salon 7

NACOLE is committed to strengthening and expanding civilian oversight of jails and prisons throughout the country and giving those tasked with doing this challenging and essential work the support and professional development they need to be strong, effective community-change agents. Since 2015 NACOLE has expanded the jail and prison oversight track at their annual conferences, ensuring that participants get more training and networking opportunities. We went from 4 jail and prison sessions the first year to 12 sessions during the virtual and in-person components at this year's annual conference. In addition, in 2020 NACOLE created a Jail and Prison Working Group composed of correctional oversight practitioners working to help NACOLE the current work and expansion of jail and prison oversight. This roundtable will focus on highlighting some of the work of the Jail and Prison Working Group. It will be facilitated by various NACOLE working group members who want to engage with conference participants to better understand their needs and those of their organizations and how NACOLE can assist them in their efforts.

Facilitators:

- Cathleen Beltz, Assistant Inspector General, Los Angeles Office of Inspector General, Los Angeles, CA
- Christin Johnson, Oversight and Public Accountability Specialist, Office of Oversight and Public Accountability, Grand Rapids, MI
- Nashla Rivas Salas, Senior Research Director, New York City Board of Correction, New York, NY

Roundtable Discussion: Effective and Sustainable Growth in Civilian Oversight of Law Enforcement

Strengthening the Work of Oversight

Concurrent Session 11 | 3:15 p.m. – 5:00 p.m. | Arizona Salons 8-12

This roundtable will focus on the growth of the field of civilian oversight of law enforcement as well as strategies for effective and sustainable oversight. We will discuss principles for effective oversight such as independence and resources, reporting and transparency, enhancing accountability, community input and outreach, Procedural Justice, and effective best practices.

Since 2014, and more notably, since the killing of George Floyd in 2020 there has been an increased community demand for improved police accountability by creating new civilian oversight entities or to strengthen those that already exist. This roundtable will be facilitated by various NACOLE members representing a myriad of different types of oversight organizations, guiding a discussion amongst attendees.

Facilitators:

- Nicolle Barton, City of Ferguson Consent Decree Coordinator, Ferguson, MO
- Evangula Brown, Civilian Review Board Supervisor, Office of Equity and Civil Rights, Baltimore, MD
- Rodney Jacobs, Assistant Director, Civilian Investigative Panel, Miami, FL
- Megan Macklin, Program Manager, University of California-Davis Office of Diversity, Equity, and Inclusion, Davis, CA

NACOLE strives to take on the topics that are important to you and provide space for you discuss them. Some of our best educational opportunities come when we have the chance to learn from one another.

Wednesday afternoon NACOLE will be holding attendee-driven roundtable discussions. Please make sure to send a message to NACOLE's Director of Training & Education in the Crowd Compass App to let NACOLE know what topics you would like to see discussed.

Continental Breakfast

7:30 a.m. – 9:00 a.m.

Partnering Law Enforcement with Mental Health Social Workers in Community Co-Response

Reform and Transformative Change in Policing

Concurrent Session 12 | 8:30 a.m. – 10:00 a.m. | Tucson Salons F-J

Co-response programs between the police and mental health social workers to aid those in crisis in the community are relatively new. In this panel, attendees will learn about various programs, their positive outcomes and the impact of working in a successful partnership; how co-responder programming continues to lower arrest rates for individuals who may be suffering from homelessness, mental illness, or substance use related disorders; and how the use of de-escalation techniques has lowered the rate of assaults against officers. Additionally, the speakers will share lessons learned of how to overcome perceived ethical issues and how to foster transparency and mutual benefit between parties, as well as how to bridge the gap between law enforcement and those who may have a mental health diagnosis. Moreover, session attendees will be prepared to raise mental health awareness and destigmatize mental health in their organizations as a means to promote better interaction between police and the vulnerable populations they serve and protect.

This panel will focus on programs in three cities: Detroit, Boulder, and San Diego County. Hear from speakers about Community Network Services (CNS) Healthcare's CIT program, serving the Detroit and Wayne County community; Boulder, Colorado's Crisis Intervention Response Team with clinicians from the City's Housing and Human Services Department embedded with the BPD; and San Diego County's Behavioral Health Services (BHS) Mobile Crisis Response Team (MCRT), which dispatches mental health clinicians rather than officers.

Speakers:

- Brashaun Kirkland, Supervisor, Detroit Crisis Intervention Team, Detroit, MI
- Joseph Lipari, Independent Police Monitor, Office of the Independent Police Monitor, Boulder, CO
- Gordon Moore, Lieutenant, Detroit Police Department, Detroit, MI
- Paul Parker, Executive Officer, San Diego County Citizens' Law Enforcement Review Board, San Diego, CA

Building Bridges Between Community and Police Through Sentinel Event Review

Strengthening the Work of Oversight

Concurrent Session 13 | 8:30 a.m. – 10:00 a.m. | Tucson Salons A-E

Sentinel Event Review (SER) has been used extensively in aviation, healthcare, and manufacturing, among others, to identify root causes of tragedies such as plane crashes or accidental medical deaths and design improvements that will prevent their recurrence. More recently, SER has been applied in criminal justice contexts, such as officer-involved shootings and other incidents that have a significant negative impact on safety and public trust in law enforcement. SER is a non-disciplinary process; it is not focused on individual actions or assigning blame, but rather on strengthening system fail-safes to prevent harm. SER aims to identify the causes and contributing factors to these incidents with the goal of prevention.

In 2020, the City of Seattle Office of Inspector General initiated a community-centered SER to examine Seattle Police Department (SPD) response to the protests that happened in the wake of the murder of George Floyd. A panel comprised of community and law enforcement was convened to review critical incidents from the protests, looking at how SPD can avoid future harmful outcomes and better serve the community.

One of the greatest challenges in the process was how to create open, effective conversations in a climate of unrest and distrust of policing. To help navigate these difficult conversations, OIG used a peacemaking circle process, a framework for facilitating a supportive environment and encouraging open-mindedness. This is the first known instance of employing this method in a SER context. The methodology for this SER was built from the ground up with extensive community and law enforcement engagement.

Oversight agencies have a fundamental charge to ensure policy accountability to the community. This panel presentation will explore how oversight agencies can use SER to engage in meaningful dialogue that acknowledges the role of institutional and systemic racism, and to form viable consensus recommendations that can effect systemic change. The audience will learn about how SER factors into the City's consent decree and City response to furthering police accountability, and there will be an opportunity to ask questions about factors to consider in implementing such a review in one's own jurisdiction.

Speakers:

- John F. Hollway, Associate Dean and Director of the Quattrone Center for the Fair Administration of Justice at the University of Pennsylvania Law School, Philadelphia, PA
- Lisa Judge, Inspector General, Office of Inspector General, Seattle, WA
- Miroslava Meza, Policy Analyst Team Lead, Office of Inspector General, Seattle, WA
- Amy Tsai, Deputy Inspector General, Office of Inspector General, Seattle, WA

Conducting Oversight in a Racially and Politically Charged Environment

Reform and Transformative Change in Policing

Concurrent Session 14 | 10:15 a.m. – 11:45 a.m. | Tucson Salons F-J

In recent years, increased political polarization, the proliferation of social media and a continuing need to address racial inequities throughout the criminal justice system have focused attention on policing in America, accentuated by protests following the high-profile officer-involved deaths of George Floyd, Breonna Taylor and others. How does this roiling national and local environment affect the work of local investigative agencies? What kinds of institutional pressures does it create on the agencies themselves? On evidence gathering and interpretation and investigative outcomes? On the imposition of criminal punishment, administrative discipline, and public reaction to investigative efforts? On the continuing effort to obtain additional resources, information access and interagency communication and cooperation?

Certainly, Cleveland has seen its share of politically and racially charged cases. The 2012 shooting deaths of Timothy Russell & Malissa Williams following a high-speed vehicle pursuit, the 2014 shooting death of Tamir Rice, the 2019 death of Tamia Chapman and the 2020 shooting death of Desmond Franklin each drew extensive local and national publicity, raising questions about Cleveland police practices that gave rise to an ongoing 2015 Federal Consent Decree. Yet these incidents often overshadow other critical cases which generate less public attention. For instance, what happens when an officer is facing charges under a newly established Biased Policing Rule? What happens when the local police department is seeking to increase diversity and an officer from a significantly underrepresented demographic is charged with an offense that could result in termination?

Through the discussion of steps taken during politically and racially charged cases arising over the past few years, this panel seeks to explore these questions and offer information about how these issues can be approached in a manner which produces reliable investigative determinations, alerts local departments to problematic practices, and contributes to the broader conversation around constructive reforms.

Speakers:

- Julie Delaney, Investigator, Office of Professional Standards, Cleveland, OH
- David Hammons, Investigator, Office of Professional Standards, Cleveland, OH
- Anitra H. Merritt, Investigator, Office of Professional Standards, Cleveland, OH
- Roger Smith, Administrator, Office of Professional Standards, Cleveland, OH

Systemic Review: A Case Study of Reviews of Police Response to Protests

Strengthening the Work of Oversight

Concurrent Session 15 | 10:15 a.m. – 11:45 a.m. | Tucson Salons A-E

Police responses to mass protests like the George Floyd protests of Summer 2020 can present a unique set of challenges for police oversight agencies. These range from identifying individual officers to establishing how departmental strategies and on-the-ground supervision guided the response. Differences between the mandates, authority, and resources of oversight agencies

can also require very different approaches to these events. Our panelists are practitioners who led oversight investigations into police response to the George Floyd protests in New York City and Denver. In this session, they will review the various oversight reports issued about policing of the 2020 protests, with special attention to the practical dilemmas and best practices that can permit oversight agencies with limited resources to achieve thorough reviews of such incidents.

Speakers:

- Andrew Brunsden, Counsel to the Commissioner and Inspector General, New York City Department of Investigation, New York, NY
- Nicholas Mitchell, Federal Monitor, Monitoring Team for the Los Angeles County and the Los Angeles Sheriff's Department Consent Decree, Denver, CO

Moderator:

- Dan Bodah, Research Fellow, Vera Institute of Justice Policing Program, New York, NY

Lunch on Your Own

12:00 p.m. – 1:30 p.m.

Oversight and Collective Bargaining: Overcoming Accountability Obstacles

Reform and Transformative Change in Policing

Concurrent Session 16 | 1:30 p.m. – 3:00 p.m. | Tucson Salons F-J

This session will feature strategies for overcoming the obstacles to oversight and accountability presented by collective bargaining agreements with law enforcement unions. Whether contracts block access to information, preclude thorough and objective investigations of uses of force, or make it impossible for police leaders to terminate for misconduct, these obstacles ultimately undermine accountability and public trust. Advocates and union members alike around the country are exploring different approaches to better balance the power between law enforcement labor rights and leading practices for public safety. Hear about ways to approach these obstacles without undermining foundational labor rights.

Speakers:

- Bill Dempsey, Labor Consultant, Washington, DC
- Deven Desai, Chief Labor Relations Officer, Austin, TX
- Paige Fernandez, Policing Policy Advisor, American Civil Liberties Union, New York, NY
- Deborah Jacobs, Consultant, Seattle, WA

Oversight Resources: A Case Study of the Effects of Major Events on Civilian Oversight Agencies

Strengthening the Work of Oversight

Concurrent Session 17 | 1:30 p.m. – 3:00 p.m. | Tucson Salons A-E

Following George Floyd's murder, civilian oversight bodies across the country faced unprecedented challenges. The public's outcry for police reform, specifically through civilian police oversight and accountability, overwhelmed under-resourced, understaffed agencies, leaving them unable to meet the public's demand. Agencies experienced a sudden surge in complaints, many of which were supported by video evidence of perceived excessive force. Agencies of all sizes needed to reimagine and redesign their operations to meet those challenges and to build resiliency.

The catalysts for this session are George Floyd's death, its impact on civilian oversight bodies and how they will handle major incidents in the future. This panel will discuss topics including:

- The extent to which civilian oversight agencies were prepared to meet the investigative demands resulting from the increased complaint intake;
- Responses or strategies to advance the public's trust and confidence in the civilian oversight agencies;
- Measures or reforms pre-dating George Floyd's death that may have impacted the community's response and/or public perception of civilian oversight agencies and police departments; and
- The impact of this tragic incident on civilian oversight.

Speakers:

- Cristina Beamud, Director, Civilian Investigative Panel, Miami, FL
- Paul D. Henderson, Executive Director, Department of Police Accountability, San Francisco, CA
- Andrew Myerberg, Director, Office of Police Accountability, Seattle, WA
- Samuel L. Reid, Executive Director, Citizen Review Board, Atlanta, GA

Moderator:

- Sydney R. Roberts, Director, Law Enforcement Consulting, Jensen Hughes, Chicago, IL

Roundtable Discussion: Attendee-Driven Roundtable Topics

Reform and Transformative Change in Policing

General Session 18 | 3:15 p.m. – 5:00 p.m. | Arizona Salon 7

Facilitator:

- Cameron McElhiney, Director of Training and Education, NACOLE, Indianapolis, IN
-

Sankofa Celebration

JW Marriott Starr Pass Resort | 6:30 p.m. – 9:00 p.m. | Ania Terrace



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

Please join us for this special evening where we will celebrate coming together after so long apart.

Certified Practitioner of Oversight Credentialing Program

This year NACOLE is making changes to the process for reporting credit hours. All those participating in the CPO program can report their 2021 in-person conference hours at the following:

<https://form.jotform.com/NACOLE95/cpo-inperson-2021>

For more information about this important training and certification program, stop by the registration desk or visit www.nacole.org.

Continental Breakfast

7:30 a.m. – 9:00 a.m.

Ethics and Civilian Oversight

Collaboration Track

General Session 19 | 8:30 a.m. – 10:00 a.m. | Tucson Salons F-J

What ethical obligations do oversight agencies and board and commission members have? What types of ethical issues do they confront, and how can those issues be analyzed and addressed? How will ethical decisions affect an oversight entity, the communities it serves and the oversight movement?

This session will cover ethical issues and principles (including NACOLE's Code of Ethics) and how we can apply them. Experienced oversight practitioners will discuss ethical decision-making, soliciting real or hypothetical questions from the audience. They will address issues such as personal connections with law enforcement personnel that might cause conflicts, statements to complainants or witnesses, and duty to the truth vs. duty to employer, city or county managers or officials.

Speakers:

- Susan Hutson, Former Independent Police Monitor, Office of the Independent Police Monitor, New Orleans, LA
- Lisa Judge, Inspector General, Office of the Inspector General, Seattle, WA
- Jayson Wechter, Oversight Investigator, San Francisco, CA

The Role of the DOJ in Law Enforcement, Jail, and Prison Reform

Collaboration Track

General Session 20 | 10:15 a.m. – 11:45 a.m. | Tucson Salons F-J

This session will be focused on the role of the Civil Rights Division of the Department of Justice in protecting the rights of people who are in custody and people who experience encounters with law enforcement. Panelists will discuss developments and challenges in protecting the rights of people who are in prisons or jails run by state or local governments. Panelists will also discuss new trends and promising reforms in policing, including improvements in the response to persons with behavioral health disabilities and persons in crisis. The discussion will also focus on the role that civilian oversight can play in advancing this important work.

Speakers:

- Cynthia Coe, Special Litigation Counsel, Civil Rights Division, U.S. Department of Justice, Washington, DC
- Kerry Dean, Deputy Chief, Special Litigation Section, U.S. Department of Justice, Washington, DC
- George Eppsteiner, Trial Attorney, Special Litigation Section, U.S. Department of Justice, Washington, DC
- Maureen Johnston, Trial Attorney, Special Litigation Section, U.S. Department of Justice, Washington, DC

Closing Remarks

11:45 a.m. – 12:00 p.m.



**Thank you for attending the
27th Annual NACOLE Conference**

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