

2022 Annual NACOLE Conference
September 11 - 15, 2022
Fort Worth, Texas



Co-Creating Public Safety through
Civilian Oversight, Law Enforcement, and
Community Partnerships



September 11, 2022

Dear NACOLE Members and Supporters of Civilian Oversight,

It is my pleasure to welcome you to Fort Worth, Texas for the 28th Annual Conference: *Co-Creating Public Safety Through Civilian Oversight, Law Enforcement, and Community Partnerships*.

Reflecting on the ninth year since attending my first NACOLE conference, I am reminded of how far the field of civilian oversight has come in the very recent past. We did this in a number of ways, but one was by merely naming and claiming our place in public safety. I appreciate our journey as an organization, and our courage as a family to name our role and the role of all stakeholders in civilian oversight. I speak of impacted community of course, but I also speak of all community members in need of public safety services, of officers asked to provide those services, of elected officials who budget and hold public safety departments accountable, and of supporters of accountability at all levels of government and of civil rights organizations.

This conference also reminds me that while we are all in this complicated arena together, there are too few opportunities like the NACOLE Annual Conference to see each other, to support each other, and to learn from each other. On behalf of the Board of Directors, I am excited to welcome you and thank you for all you do and all you contribute to the field of civilian oversight of law enforcement.

This last year has been another year of expansive organizational growth and while NACOLE staff and the Board of Directors have been pushed to greater limits, we continue to work to increase our ability to serve our members and the needs of the greater civilian oversight movement not only in the United States but internationally. Our efforts include diversifying our revenue, expanding our education, training, and networking opportunities, and offering technical assistance to individual jurisdictions looking to start or expand oversight via sustainable and effective practices. We do this by utilizing our exceptional and hard-working staff and volunteers. But we need more help, and throughout the year, we will keep you advised and ask for your support.

I am thrilled that this conference again will put an emphasis on well-being, progress, and sustainable reform. I want to thank the NACOLE staff, Board members, Annual Conference Committee, and the Texas Host Committee. We came here to support you and know that you have unique successes and challenges that can inform your peers in their jurisdictions.

Please consider volunteering for a committee and keep up the good work each of you do to make law enforcement agencies and jails and prisons more transparent, accountable, and responsive to the communities they serve. We are grateful for all your support, and we look forward to working with you in the coming year.

In awe and with admiration,

Gianina M. Irlando
NACOLE President



It is my distinct pleasure to welcome the 2022 Annual NACOLE Conference to Fort Worth, Texas, September 11-15, 2022. We hope that all of you will savor your stay in Fort Worth and enjoy the unique mix of cultural activities found only in the Modern West.

As Mayor, it is with great pride that we share with you about our city – a city of cowboys, culture, and community. In one visit, you can enjoy an enormous range of experiences – from art to animals, and from fashion to family fun. Take an authentic, Western tour of the Historic Stockyards, visit our newest and grandest stadium, Dickies Arena, watch auto racing at Texas Motor Speedway, or enjoy a relaxing night of shopping and dining in the luxurious Shops at Clearfork. The choice is yours!



While you are in Fort Worth, we hope you get a chance to visit:

- Our downtown area ... a nationally-noted model of successful urban renaissance filled with restaurants, museums, art galleries, theaters, and an abundance of retail shopping. The Sundance Square area of downtown is a must-see for everyone visiting the city.
- The Cultural District ... recognized as the “museum capital of the Southwest,” is home to world-class museums. We are proud to be home to the Texas Cowgirl Hall of Fame, an outstanding Equestrian Center, one of the country’s top-ranked zoos, and a multitude of beautiful parks, trails, and gardens.
- Northside’s historic Stockyards area ... a delightful journey into the city’s western heritage. You are sure to enjoy the area’s many shops and restaurants while finding a real-life cowboy or two outfitted with horses on the cattle drive of the Fort Worth Herd of longhorns!

One of our most valuable assets is our people. Visitors often cite the Fort Worth friendly spirit of our residents and businesses as the top reason they plan a return visit. We hope you enjoy your time in Cowtown and make plenty of friends in our unique and memorable take on the Modern West.

Sincerely,

Mattie Parker
Mayor

MATTIE PARKER, MAYOR

CITY OF FORT WORTH ★ 200 TEXAS STREET ★ FORT WORTH, TEXAS 76102
(817) 392-6118 ★ FAX (817) 392-2409

Co-Creating Public Safety through Civilian Oversight, Law Enforcement, and Community Partnerships

The 28th Annual Conference of the National Association
for Civilian Oversight of Law Enforcement

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ACKNOWLEDGMENTS & GRATITUDE

The City of Fort Worth, Texas

Mayor Mattie Parker

Mayor Pro Tem Gyna Bivens

Fort Worth City Council

City Manager David Cooke

City Attorney's Office

Fort Worth's Task Force on Race and Culture

Fund to Advance Racial Equity at North Texas Community Foundation

Estrus Tucker, DEI Consultants

NAACP of Fort Worth/Tarrant County

League of United Latin American Citizens - Fort Worth

Dispute Resolution Program of Tarrant County

Texas Civilian Oversight Practitioners for the Cities of Austin, Dallas and Houston

A very special thank you to Kim Neal and the entire Fort Worth Office of Police Oversight Monitor whose assistance and support made this conference possible.

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

PIERCE MURPHY, Past President
Morgantown, WV

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

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.

ANDREA ARMSTRONG

Contribution to Oversight | Fort Worth, TX | 2022

JAYSON WECHTER

Contribution to Oversight | Fort Worth, TX | 2022

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 COMMISSION 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

TERESA GUERRERO-DALEY

Chicago, IL | 2004

CAROL SCOTT

Seattle, WA | 2010

ROBERT AARONSON

Chicago, IL | 2004

DONALD CASIMERE

Cincinnati, OH | 2008

DENISE DEFOREST

Chicago, IL | 2004

ROBIN LOLAR

San Jose, CA | 2007

JOE SANDOVAL

Los Angeles, CA | 2003

ROSE CEJA-ARAGON

Miami, FL | 2005

DEDE WILHELM

Los Angeles, CA | 2003

SUE L. QUINN

Miami, FL | 2005

THE FOUNDERS OF NACOLE

Cambridge, MA | 2002

2022 AWARD RECIPIENT BIOGRAPHIES

ANDREA ARMSTRONG

Contribution to Oversight Award



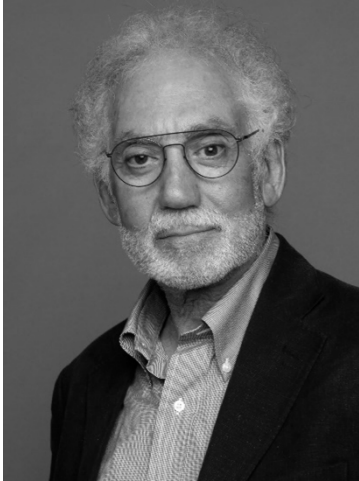
Professor Armstrong joined the Loyola University New Orleans, College of Law faculty in 2010. She is a leading national expert on prison and jail conditions and is certified by the U.S. Department of Justice as a Prison Rape Elimination Act auditor. Prof. Armstrong founded IncarcerationTransparency.org, a database/website designed by Prof. Judson Mitchell, that provides facility-level deaths behind bars data and analysis for Louisiana and memorializes lives lost behind bars. Her research has been profiled by New Yorker Magazine and quoted in the New York Times, the Atlantic, National Public Radio, and the Times-Picayune among others. Her scholarship focuses on the constitutional dimensions of prisons and jails, specifically prison labor practices, the intersection of race and conditions of incarceration, and public oversight of detention facilities. She teaches in the related fields of incarceration law and policy, constitutional law, criminal law and procedure, law and poverty, and race and the law.

Prof. Armstrong is an interdisciplinary scholar, integrating incarceration law with history, health policy, and the arts. She is the lead investigator for the Deaths Behind Bars in Louisiana project, supported by Arnold Ventures and in partnership with the Promise of Justice Initiative and Voice of the Experienced. In 2019, she received a three-year Interdisciplinary Research Leader grant from the Robert Wood Johnson Foundation, shared with the Voice of the Experienced and LSU Center for Healthcare Value and Equity, to examine the effects of incarceration on health service use in Louisiana, currently a global and national leader in incarceration rates. Prof. Armstrong has also served as an appointed member of the Louisiana Advisory Committee to the U.S. Commission on Civil Rights and on several Louisiana legislative study committees on issues related to incarceration practices. She has also worked with museums, local artists, and philanthropic foundations to translate incarceration law and policy into spaces and mediums that are accessible to the general public.

Professor Armstrong is a graduate of Yale Law School (JD), the Princeton School of Public and International Affairs (MPA), and New York University (BA). After graduating from law school, Professor Armstrong served as a clerk for the Honorable Helen G. Berrigan of the United States Eastern District of Louisiana. She also litigated prisoners' rights issues, among others, as a Thomas Emerson fellow with David Rosen and Associates in New Haven, CT. She is admitted to practice in Connecticut (retired), New York (retired) and Louisiana state courts, as well as the U.S. District Court of Connecticut (retired), the U.S. Court of Appeals for the Second Circuit (retired) and the U.S. District Court for the Eastern District of Louisiana.

JAYSON WECHTER

Contribution to Oversight Award



Jayson Wechter has been involved with NACOLE since 2004, serving on its Board of Directors from 2007 – 2014; chairing its Professional Standards, Conference and Website Committees; and serving on various committees since. In 2007, he drafted NACOLE's Qualification Standards for Oversight Investigators and Supervisory Investigators, its first Recommended Training for Board and Commission Members, and played a major role in drafting NACOLE's Code of Ethics. In addition, he has assisted NACOLE's Director of Training, to provide training for oversight boards and commission members by presenting on Effective Practices for Conducting and Reviewing Oversight Investigations.

Jayson has forty-three years of experience as an investigator in the public and private sector. He 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, now known as the Department of Police Accountability).

He began working at the OCC on its first day of operation in 1983 as a supervising investigator. While there, he established the first-in-the-nation oversight agency program monitoring police handling of protests. He wrote OCC's first recommended change to San Francisco Police Department policy, mandating that officers display their star numbers in large, easy to read numerals on their crowd control helmets.

Jayson returned to the OCC in 1998, and over the next 18 years, he conducted hundreds of investigations, including officer-involved shootings, allegations of unnecessary force, and biased-based policing. Jayson designed the OCC's training program for newly hired investigators and wrote many of the criteria used to evaluate investigator performance. He also served as the union shop steward for the OCC's investigators and administrative staff. Jayson is intimately familiar with the challenges faced by oversight agency staff and community members when the police union attempts to undermine oversight and political decisions negatively affect oversight's effectiveness.

Jayson worked for several years doing discrimination and harassment investigations after leaving OCC in 2017, but in mid-2020, following George Floyd's murder, he decided to follow his true passion and return to oversight work. He went to work for the Oakland Community Police Review Agency (CPRA) for a limited term assignment investigating the Oakland Police Department's handling of the George Floyd protests. After successfully completing that assignment, he was asked to join the staff as a supervising investigator.

In 2020, Jayson worked with NACOLE members Cathleen Beltz and Barbara Attard on crafting language for a ballot initiative to establish civilian oversight of the San Francisco Sheriff's Department. After working on the election campaign for this measure, Jayson was appointed to the newly established San Francisco Sheriff's Department Oversight Board, which will primarily focus on the county jails operated by the Sheriff's Department.

Jayson received a bachelor's degree from Stony Brook University, with a major in anthropology and a minor in journalism. He has earned credentials as a Certified Practitioner of Oversight (CPO), Certified Criminal Defense Investigator (CCDI), Certified Legal Investigator (CLI), and as an Association of Workplace Investigators Certificate Holder (AWI-CH).

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

2022 Scholarship Recipients

Linda Bass

Mediator | Fort Worth, TX

Ella Burton

Lake Como Neighborhood Advisory Council | Fort Worth, TX

Branigan Contreras

Office of Police Oversight Monitor | Fort Worth, TX

Stephanie Everett

Office of Police Accountability and Transparency | Boston, MA

Cecil Griffiths

LNP/LIS Civilian Complaints Review Board | Monrovia, Liberia, Africa

Katrina Kindle

Civilian Police Review Board | Urbana, IL

Terrell Pittman

Police Review Board, University of Virginia | Franklin, VA

Victoria Shah

Grand River Community Block Club | Detroit, MI

Julie Soo

San Francisco Sheriff's Department Oversight Board | San Francisco, CA

Sandra Stanley

Opening Doors for Women in Need, Inc. | Fort Worth, TX

2022 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-coded system that will help guide you through the conference schedule and session summaries.

Addressing Today's Challenges

The Addressing Today's Challenges track will look at civilian oversight, the obstacles it faces, and discuss the possible pathways to addressing them. Attendees will hear from those working to address specific challenges and will have the opportunity to be part of a larger conversation on how civilian oversight moves forward despite those it faces now and those it will face in the future.

Reform and Innovation

The Reform and Innovation 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.

Practice of Effective Oversight

The Practice of Effective Oversight 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.

DAILY SCHEDULE AND SESSION SUMMARIES

Sunday, September 11th

Time	Event Description/Session Title
11:00 a.m. – 5:00 p.m.	Registration Desk Open
1:00 p.m. – 2:30 p.m.	Trauma and Wellness in Oversight
2:45 p.m. – 3:45 p.m.	Wellness Activity: Yoga
4:00 p.m. – 5:00 p.m.	Wellness Activity: Mindful Eating
6:30 p.m. – 8:00 p.m.	Opening Reception

Monday, September 12th

Time	Event Description/Session Title
8:30 a.m. – 9:00 a.m.	Opening Remarks and Presentation of the Speaker Gift
9:00 a.m. – 10:00 a.m.	Opening Speaker: Congressman Marc Veasey, 33 rd District of Texas
10:15 a.m. – 11:45 a.m.	General Session: The Changing Landscape of Civilian Oversight in Texas
12:00 p.m. – 1:30 p.m.	Lunch Session: The Challenge of Prosecuting Officers
1:45 p.m. – 3:15 p.m.	General Session: First Amendment and Social Media: Where Do Rights End and Discipline Begin?
3:30 p.m. – 4:30 p.m.	General Session: The Case for Evidence-Based Oversight
4:45p.m. – 6:15 p.m.	Navigating My Region – Regional Roundtable Discussions

Tuesday, September 13th

Time	Event Description/Session Title	
7:30 a.m. – 8:30 a.m.	Texas Agency-Sponsored Roundtables	
8:30 a.m. – 10:00 a.m.	Concurrent Session: A Case Study in Oversight Formation: Santa Barbara, California	Concurrent Session: A Gender Responsive Approach to Corrections
10:15 a.m. – 11:45 a.m.	Concurrent Session: Outputs vs. Outcomes: Setting and Communicating Performance Expectations for Oversight	Concurrent Session: The Fine Line Between Oversight and Operations
12:00 p.m. – 1:30 p.m.	NACOLE Awards Ceremony and Keynote Luncheon featuring George Gascón, District Attorney, Los Angeles County, California	
1:45 p.m. – 3:15p.m.	Concurrent Session: Methodological Challenges and Solutions in the Analysis of Police Use of Force Data	Concurrent Session: Violence in Jails and Prisons: Strategies for Oversight and Prevention
3:30 p.m. – 5:00p.m.	Concurrent Session: COPA Academy: A Blueprint for Investigative and Legal Staff Training	Concurrent Session: The Value of Comparative Prison Oversight Across State Boundaries: Lessons from Illinois, New York, and Pennsylvania

5:15 p.m. – 6:15p.m.	General Session: Starting a New Prison Oversight Body: A Conversation with New Jersey’s Correctional Ombudsman
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Wednesday, September 14th





Time	Event Description/Session Title	
8:00 a.m. – 10:00 a.m.	NACOLE Annual Membership Meeting and Elections	
10:15 a.m. – 11:45 a.m.	General Session: Anatomy of a Catastrophe: How and Why a Detonation by the LAPD Bomb Squad Destroyed a Neighborhood	
12:00 p.m. – 1:30 p.m.	Lunch Session: Civilian Police Oversight in Sierra Leone	
1:45 p.m. – 3:15 p.m.	Concurrent Session: The Three C’s of Critical Incident Response: Coordination, Collaboration, and Communication	Concurrent Session: Expansion and Enhancement of Oversight of Sheriff Departments
3:30 p.m. – 5:00 p.m.	Concurrent Session: Applying Victim Service Principles to Civilian Oversight of Law Enforcement	Concurrent Session: Missing and Murdered Indigenous Women and People: What Oversight Needs to Know
5:15 p.m. – 6:15 p.m.	Leadership Roundtable	
7:00 p.m. – 9:00 p.m.	Sankofa Reception	

Thursday, September 15th

Time	Event Description/Session Title	
8:30 a.m. – 10:00 a.m.	General Session: Addressing White Supremacy and Extremism in Law Enforcement	
10:15 a.m. – 11:45 a.m.	General Session: Sexual Misconduct and Law Enforcement Agency Culture: Why it Matters to Community	
12:00 p.m.	Conference Concludes	

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

Color Legend

	Jail and Prison Oversight
	Reform and Innovation
	Practice of Effective Oversight
	Addressing Today’s Challenges

SUNDAY, SEPTEMBER 11TH

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.

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

Attendee Wellness and Mindfulness

General Session | 1:00 p.m. – 2:30 p.m. | Pecos I & II

Increasingly, professionals in the related fields of policing, corrections and civilian oversight are coming to understand the ways that exposure to trauma, whether their own or those of people they interact with, can affect their own health and well-being. While each of these professions has its own unique challenges in maintaining employee wellness, the challenges such professionals face in these fields also are related.

NACOLE attendees tend to be professionals concerned both with indicators of professionalism and objectivity by practitioners, and with data that demonstrate the effectiveness of proposals. Modern policing reflects a similar professional focus. In light of these qualities, one would expect such professionals to view what appear to be esoteric wellness modalities (e.g., yoga, qigong, mindfulness, meditation) with a skeptical eye. In addition, newer practitioners may not realize that trauma may affect them in the ordinary course of their work.

This panel will facilitate practitioners considering how trauma may affect their ability to be effective and persist in their profession, as well as how certain wellness practices can be effective in keeping them healthy and positively engaged in this profession. Both police and oversight professionals will discuss the evidence supporting how trauma can impact employees in these professions and the evidence that supports wellness practices in maintaining the health and well-being of professionals. The further hope is that attendees will attend the wellness sessions that are being offered after this panel.

Speakers:

- Brian Corr, Executive Director, Police Review and Advisory Board, Cambridge, MA
- Ronald J. MacDonald, Immediate Past President, CACOLE, and Chief Civilian Director, Independent Investigations Office, Surrey, BC

Wellness Activity: Yoga

Attendee Wellness and Mindfulness

2:45 p.m. – 3:45 p.m. | Grand Ballroom Foyer

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.

Wellness Activity: Practicing Mindful Eating

Attendee Wellness and Mindfulness

4:00 p.m. – 5:00 p.m. | Pecos I & II

Emotional eating can affect all of us, especially in times of stress. Learn how to become more mindful when eating. Mindful eating vs. mindless eating will enhance your nutritional choices along with cutting out extra calories. Join us as we learn tips and tricks for the practice of mindful eating.

Welcoming Reception

Worthington Renaissance Hotel | 6:30 p.m. – 8:00 p.m. | The Terrace

Please join us as we kick off the celebration of our 28th Annual NACOLE Conference. At 7:00 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.

For more information on the program and how to report hours visit www.nacole.org/cpo_credential_program

Certified Practitioner of Oversight Credentialing Program

All hours for 2022 must be reported by December 31.

MONDAY, SEPTEMBER 12TH

Continental Breakfast

7:30 a.m. – 9:00 a.m. | Grand Ballroom Foyer

Opening Remarks

8:30 a.m. – 9:00 a.m. | Grand Ballroom

Welcoming remarks will be provided by Gianina Irlando, NACOLE President; Kim Neal, Police Monitor for the City of Forth Worth; Gyna Bivens, Mayor Pro Tem of Fort Worth; and Fort Worth City Manager David Cooke.

In addition, the Annual Gift in honor of our conference speakers will be presented to One Safe Place, a comprehensive crime prevention agency devoted to preventing crime and violence in Tarrant County's neighborhoods, schools, and homes. One Safe Place's core values are Safety, Respect, Justice, Hope, and Excellence, with a multitude of partner agencies under one roof providing services to the community.

Featured Speaker: U.S. Congressman Marc Veasey, D-TX

9:00 a.m. – 10:00 a.m. | Grand Ballroom



U.S. Congressman Marc Veasey proudly represents Texas' Congressional District 33 in the U.S. House of Representatives. Rep. Veasey is an advocate for Texas' middle-class families and is committed to creating jobs, improving public education, fighting for immigration reform, and ensuring access to quality healthcare and women's reproductive rights.

Congressman Veasey was appointed in the 117th Congress to serve on the Committee on Energy and Commerce and House Armed Services Committee. Prior to his committee appointments, Rep. Veasey served on the Armed Services Committee and the Committee on Science Space and Technology.

Throughout his time in Congress, Rep. Veasey founded the first Congressional Voting Rights Caucus to address the immediate need to eliminate the barriers and discrimination too many Americans face at the polls. In the 117th Congress, he accepted his appointment as an Assistant and Regional Whip. In the 117th Congress, the Congressman was appointed to serve as a Whip for the Gun Violence Prevention Taskforce. Representative Veasey has also sponsored and supported substantial legislation to address law enforcement accountability and to eliminate qualified immunity for officers who are found guilty of harmful or neglectful misconduct.

Rep. Veasey is currently a member of the U.S. Helsinki Commission, Congressional Black Caucus and the New Democrat Coalition. He also co-launched the Blue-Collar Caucus with Congressman Brendan Boyle to

find solutions to problems too many middle-class Americans are facing. The Blue-Collar Caucus supports unions and focuses on addressing wage stagnation, offshoring, and job insecurity for those in the manufacturing and building trades.

First elected to the Texas State House in 2004, Congressman Veasey represented District 95 – an area now part of the 33rd Congressional District. As a member of the Texas State House, Rep. Veasey served in a number of leadership positions including Democratic Whip and Chair of the Democratic Caucus.

Issues he championed included fighting for affordable healthcare, funding for better schools, and advocating for a livable wage. Prior to serving four terms in the Texas House of Representatives, Rep. Veasey worked as a congressional staffer in North Texas for Congressman Martin Frost.

The Congressman was born and raised in Fort Worth, Texas. He and his wife Tonya live in the Metroplex and have a thirteen-year-old son, Adam.

The Changing Landscape of Civilian Oversight in Texas

Reform and Innovation

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

Houston, Dallas, Austin and Fort Worth are some of the most highly populous cities in the United States. Learn how these four large Texas cities are planting seeds of change and accountability in law enforcement.

Speakers:

- Anni-Michele Evans, Chief of Staff, Office of Police Oversight, Austin, TX
- Tonya McClary, Police Monitor/Director, Office of Community Police Oversight, Dallas, TX
- Kim Neal, Director, Office of Police Oversight, Fort Worth, TX
- Crystal Okorafor, Deputy Inspector General, Office of Policing Reform and Accountability, Houston, TX

The Challenge of Prosecuting Police Officers

Addressing Today's Challenges

Lunch Session | 12:00 p.m. – 1:30 p.m. | Brazos I & II

In recent months many Americans' eyes were glued to televisions as they wondered what the outcomes would be for the three former police officers charged with violating George Floyd's civil rights resulting in his death. While all three officers were found guilty of violating Floyd's civil rights, they have recently rejected a plea deal with prosecutors and are set to stand trial. It can take years for these types of cases to see the light of day if at all.

There are hundreds of law enforcement agencies in the United States that employ thousands of officers annually and some of their officers have been involved in a use of force or an officer fatal shooting that may have been questionable but they were never prosecuted. Bringing a case against a police officer is often challenging as the burden of proof can involve substantive leeway for officers. In the aftermath of

protests over racial injustice and police abuse, prosecutors in Los Angeles County have been re-examining 340 old use of force and killing cases. Prosecutors around the nation may be looking at things differently.

The panel will shed light on the burden of proof involved with prosecuting officers locally and across the nation. This discussion will probe the national data collected on the number of people killed by law enforcement and the number of officers prosecuted as well as look at the impact that fatal use of force has on families. The session will conclude with a presentation of law enforcement accountability measures after a fatal use of force and the efforts to rebuild community trust.

Speakers:

- Brenda Goss Andrews, President, National Organization of Black Law Enforcement Executives, Detroit, MI
- George Gascon, District Attorney, Los Angeles County District Attorney's Office, Los Angeles, CA
- Gicola Lane, Advocate, Campaign Legal Center, Nashville, TN
- Samuel Sinyangwe, Founder, Mapping Police Violence, New York, NY

Moderator:

- Brian K. Williams, Executive Director, Los Angeles County Sheriff's Civilian Oversight Commission, Los Angeles, CA

First Amendment and Social Media: Where do Rights End and Discipline Begin?

Reform and Innovation

General Session | 1:45 p.m. – 3:15 p.m. | Grand Ballroom

This session will explore the topic of the intersection of an employee's first amendment rights in social media and where an employer's right to discipline emerges as it relates to law enforcement professionals.

Speakers:

- Bart Logue, Police Ombudsman, Office of the Police Ombudsman, Spokane, WA
- Jared Schroeder, Associate Professor of Journalism, Southern Methodist University, Dallas, TX
- Daxton R. "Chip" Stewart, Professor of Journalism, Texas Christian University, Fort Worth, TX

Moderator:

- Janna N. Lewis, NACOLE Board Member and Deputy Ombuds, King County Ombuds Office, Seattle, WA

The Case for Evidence-Based Oversight

Reform and Innovation

General Session | 3:30 p.m. – 4:30 p.m. | Grand Ballroom

Over the past decade, deadly high profile police encounters have galvanized movements for increased police accountability and improved police practices. Calls for reform have frequently been threatened by

a backlash tied to fears of crime. One of the arguments often made against reforms - including meaningful civilian oversight - is that there is a lack of evidence that they are effective or that reforms, allegedly, increase crime or threaten the safety of law enforcement. Proponents of reform have often struggled to point to empirical evidence to strengthen their arguments for policy change.

Walter Katz, Vice President for Criminal Justice at Arnold Ventures and a former NACOLE board member, will engage in a one-on-one discussion with Dr. Robin Engel, Senior Vice President of the National Policing Institute, about her career as an academic, as the University of Cincinnati's Vice President for Safety and Reform, and as an advocate for evidence-based reform efforts.

In a fireside chat format, Katz will explore a range of questions with Dr. Engel such as: How can civilian oversight leverage research for policy change? How can practitioners best translate research into information that is helpful to policymakers? What are the questions of interest that civilian oversight should embrace to develop an evidence-based case for robust oversight?

Speakers:

- Robin Engel, Professor of Criminal Justice, University of Cincinnati, Cincinnati, OH
- Walter Katz, Vice President of Criminal Justice, Arnold Ventures, Chicago, IL

Navigating My Region

Roundtable Discussions

General Session | 4:45 p.m. – 6:15 p.m. | Elm Fork

During the 2021 in-person conference, several participants expressed the desire to meet and work with peers in their region to better understand how each has been able to navigate the complexities, whether legal or otherwise, that are unique to their geographic location.

This roundtable discussion will be facilitated by Evangula Brown, former Civilian Review Board Supervisor at the City of Baltimore and current Advisory Board member at Sivil. During this session, participants from agencies in the same region will discuss ways in which they can improve oversight in their jurisdictions through adapting to current laws, advocating for new laws, and collaborating with local and national organizations.

Facilitators:

- Hansel Aguilar, Executive Director, Police Civilian Oversight Board, Charlottesville, VA
- Yojaira Alvarez, Senior Advisor & Director of Intergovernmental Affairs, Civilian Complaint Review Board, New York, NY
- Nicolle Barton, Executive Director, Criminal Justice Coordinating Council, St. Louis, MO
- Evangula Brown, former Supervisor, Civilian Review Board, Baltimore, MD
- Jill Fitchard, Executive Director, Metro Nashville Community Oversight Board, Nashville, TN
- George Perezvelez, NACOLE Board Member, Berkeley, CA
- Tony Rice II, Chief Executive Officer, Sivil, Los Angeles, CA

TUESDAY, SEPTEMBER 13TH

Continental Breakfast

7:00 a.m. – 9:00 a.m. | Grand Ballroom Foyer

Texas–Sponsored Roundtable Discussions

Roundtable Discussions

Roundtable Discussion | 7:30 a.m. – 8:30 a.m. | Elm Fork

Join the four Texas oversight offices and their staff as they guide facilitated roundtable discussions on the topics of Policy, Mediation, Administration, Data Analytics, Complaints, Investigations, Community Engagement, and Monitoring/Auditing. Grab your breakfast and a cup of coffee and pull up a chair for some engaging conversation.

A Case Study in Oversight Formation: Santa Barbara, CA

Practice of Effective Oversight

Concurrent Session | 8:30 a.m. – 10:00 a.m. | Pecos I & II

A panel of speakers (including a NACOLE facilitator, a sworn police oversight liaison, and a community commissioner) will present a case study for the establishment of a city community commission appointed to research, develop, and recommend a model of civilian oversight for a specific community (Santa Barbara, California).

The presentation will include PowerPoint slides, supplemented by video interviews, and panel speakers to accomplish the learning objectives.

The outcome for the panel is to provide a recent case study of a model of oversight implementation, identify challenges and mitigation strategies, learn effective community outreach efforts, navigate police union issues, and discuss the overall lessons learned from a year-long NACOLE facilitated process.

Speakers:

- Gabe Escobedo, Chair, Santa Barbara Community Formation Committee, Santa Barbara, CA
- Shawn Hill, Lieutenant, Santa Barbara Police Department, Santa Barbara, CA
- Cameron McElhiney, Director of Training and Education, NACOLE, Indianapolis, IN

A Gender Responsive Approach to Corrections During the COVID-19 Pandemic and Beyond

Jail and Prison Oversight

Concurrent Session | 8:30 a.m. – 10:00 a.m. | Brazos I & II

Since the onset of the COVID-19 pandemic, corrections agencies developed strategies to try to mitigate the spread of the virus in prisons and jails, including the suspension of visitation and programming, restrictions on volunteers entering the facility, lockdowns, and the use of medical isolation. While these mitigation strategies introduced new challenges for everyone who is incarcerated, some of the measures have had a particularly insidious impact on women.

Even before the pandemic, women were differentially harmed by the experience of incarceration. They are too often overlooked in correctional facilities that were not designed for them and are not administered with them in mind. As a result, prisons and jails exacerbate the factors that contribute to women's initial involvement in the justice system—the vast majority have higher rates of trauma experiences and unaddressed behavioral and physical health challenges, are single mothers, and are from low-income communities of color.

In light of the differential impact of incarceration on women, experts have recommended that women's prisons and jails be trauma-informed and family-centered, and that they provide a gender-responsive approach to corrections that meets women's extensive needs. Yet few state and local justice systems in the U.S. have adjusted their practices to consider the needs of women and the harms that women in custody experience. Too many systems still have not even heard of "gender-responsive" approaches, let alone considered the ways to implement them.

COVID has exposed the harm women experience every day, and has revealed an even greater need for a gender-responsive approach to corrections. While the measures corrections agencies have implemented in response to COVID—many of which rely on additional separation and isolation among those in custody—may have been necessary in order to protect individuals in custody and staff from contracting the virus, little attention was paid to how they might be particularly problematic for women.

In this panel discussion, some of the nation's leading experts on the experiences of women in custody will discuss women's pathways to incarceration and how women experience incarceration differently than men, explore what it means to be gender-responsive in the corrections context, and highlight their own efforts to improve the experiences of women in custody.

Speakers:

- Allison Crawford, Postdoctoral Fellow, School of Nursing, University of Texas, Austin, TX
- Josh Tewalt, Director, Idaho Department of Correction, Boise, ID
- Alycia Welch, Associate Director, Prison and Jail Innovation Lab, LBJ School of Public Affairs at the University of Texas, Austin, TX

Outputs vs. Outcomes: Setting and Communicating Performance

Expectations for Oversight

Practice of Effective Oversight

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

Oversight agencies are increasingly under pressure to demonstrate their work makes a difference. Those pressures include demands to curb police misconduct, demonstrating how our work is worth the expense (or worth increased investment), explaining why we matter, and setting internal performance goals within our agencies.

Our profession has met this challenge by explaining that we create transparency, bring an independent voice to decisions about law enforcement policy, and create accountability for officer misconduct. But how can we objectively show we accomplish these goals?

Many investigative agencies show that investigations are completed in a timely fashion and may report the frequency of sustained findings. But agencies are not in control of their sustained rates. In many states, laws restrict what an agency may disclose about investigations, and it can be difficult to convey specific impacts of civilian-led investigations. Inspectors General can show how they follow the Yellow Book, an industry guide to quality auditing. But how can IGs communicate why their oversight matters? Typical outputs seldom impress communities seeking improved outcomes, nor City Councils making budgeting decisions.

This Roundtable Discussion will allow NACOLE members to discuss how we set measurable performance goals for ourselves. We will share what worked and collect lessons learned from participants to better inform our profession about how to set performance metrics and communicate them to others.

We anticipate this will be the first of many conversations. We will create a white paper documenting the ideas participants share. We will ask NACOLE members to continue this conversation between conferences so we can build towards future sessions and NACOLE products. We hope these two outputs – a white paper and an ongoing working group – will lead to improved and measurable outcomes for our profession.

Speakers:

- John Alden, Attorney and Oversight Professional, San Francisco, CA
- Anthony Finnell, Board Member, NACOLE, Indianapolis, IN
- Kathryn Olson, Principal, Change Integration Consulting, Seattle, WA

The Fine Line Between Oversight and Operations

Jail and Prison Oversight

Concurrent Session | 10:15 a.m. – 11:45 a.m. | Brazos I & II

Recently many jails and prisons have experienced or continue to experience staffing shortages. This "man-made disaster" has created serious concerns in the jails and prison impacting people in custody's ability to access much needed and mandated services such as access to health care, visits, religious services - even linen exchange. The staffing shortages have also contributed to the increase in violence and increased

deaths occurring in jails and prisons. At what point is it acceptable for an oversight entity to begin requesting staffing data used by corrections to operate the jails?

Speakers:

- Bruce Chase, Assistant Sheriff, Los Angeles County Sheriff’s Department, Los Angeles, CA
- Margaret Egan, Independent Consultant, New York, NY
- Margo Frasier, Consultant and Subject Matter Expert, Austin, TX
- Jerry Threet, Attorney and Policy Specialist, Victoria, BC

Moderator:

- Cathleen Beltz, Attorney at Law and NACOLE Board Member, Los Angeles, CA

Keynote Luncheon and Awards Ceremony

Keynote Speaker: George Gascón, Los Angeles County District Attorney

12:00 p.m. – 1:30 p.m. | Rio Grande Ballroom



George Gascón is the 43rd District Attorney for Los Angeles County. He took office on Dec. 7, 2020, and immediately instituted a series of [policies](#) based on science, data and research to bring change within the criminal legal system. He is working to build a national model of criminal justice reform that supports and restores crime victims and survivors while addressing mass incarceration, racism and social systemic inequities. Throughout these historic reforms, public safety has been the overriding priority.

On his first day in office, Gascón ended the use of the death penalty as a sentence in Los Angeles County; stopped charging children as adults; eliminated many sentencing enhancements that do not benefit public safety and contribute to mass incarceration; and removed cash bail for misdemeanor or nonserious or nonviolent felony offenses under California law as determined by the California Supreme Court in its *People v. Humphrey* decision.

In his first year, Gascón’s accomplishments include implementing trauma-informed resources for victims and survivors of crime; embedding deputy district attorneys into communities beset by violence so they may work on systemically improving the lives of residents; launching a centralized criminal charge evaluation system to ensure greater consistency and fairness countywide in the filing of charges; identifying nearly 60,000 cannabis convictions that are eligible for dismissal; diverting many misdemeanors associated with substance abuse, poverty and mental illness out of the criminal legal system; holding accountable law enforcement officers who violate the law and ensuring their misconduct is disclosed to the defense in cases in which they are witnesses; and convening advisory boards to give voice to constituents, including those representing crime victims and the LGBTQ, African American and Asian American and Pacific Islander communities.

In 1967, at the age of 13, Gascón boarded a “freedom flight” with his mother and father from Havana, Cuba, to Miami. They had nothing more than the clothes on their backs and a change of underwear that

they carried in a cardboard suitcase. Within a week his family moved to Southeast Los Angeles to settle in Cudahy.

As a monolingual Spanish speaker, Gascón struggled to keep up with schoolwork and he ultimately dropped out of high school and started bagging groceries. Once he turned 18, Gascón joined the U.S. Army and quickly became the youngest sergeant in his brigade. He earned his high school diploma while simultaneously taking college extension courses, and after earning a history degree from Cal State Long Beach, Gascón got a job as a patrol officer in the Hollywood Division of the Los Angeles Police Department.

Over the next three decades, he worked his way up the ranks of the LAPD from patrol officer to Assistant Chief of Police under Bill Bratton. As Assistant Chief, he oversaw operations for the more than 9,000 LAPD officers, overseeing major homicide and gang investigations and weeding out corruption following the infamous Rampart scandal. Then, in 2006, he was tapped to be Chief of Police in Mesa, Arizona, where he stood up to the hateful and anti-immigrant policies of then-Maricopa County Sheriff Joe Arpaio. In 2009, then-Mayor Gavin Newsom appointed Gascón to be San Francisco's Chief of Police. Two years later, Newsom again turned to Gascón to fill a vacancy created when then-District Attorney Kamala Harris was elected California Attorney General. Gascón was re-elected San Francisco District Attorney twice. He was the first Latino to hold that office, and the nation's first Police Chief to become District Attorney.

Gascón has led the growing movement of progressive prosecutors. He was the first District Attorney in the nation to call for an end of cash bail and to launch an automatic record clearing program for marijuana convictions following legalization and the only District Attorney in California to support a state law that created a stricter standard for when police can use deadly force. Gascón never shied away from holding the powerful accountable, creating the state's first independent investigation bureau to enhance transparency and limit the conflict of interest that occurs when police investigate themselves in the aftermath of a critical incident.

He has earned a national reputation as a visionary in criminal justice reform. Today, Gascón and his work are defined by the same notions of fairness, public safety, service and critical thought that have been consistent throughout his life. In addition to his criminal justice work at the local, state and national levels, Gascón has worked on public safety initiatives in Latin America and the Middle East. He is a board member of the Council of State Governments Justice Center, a graduate of the FBI's National Executive Institute and a member of the Harvard University Kennedy School of Government's Executive Session on Policing and Public Safety.

After serving two terms as San Francisco District Attorney, he returned to Los Angeles to care for his elderly mother and to be closer to his daughters and grandchildren in Long Beach. He entered the race for District Attorney to enhance the safety and livability of Los Angeles and bring equal justice to his hometown.

Methodological Challenges and Solutions in the Analysis of Police Use of Force Data

Practice of Effective Oversight

Concurrent Session | 1:45 p.m. – 3:15 p.m. | Pecos I & II

Panelists will discuss solutions to two common methodological challenges that arise in analyses of police use-of-force data: (1) how to account for unobserved variation when assessing evidence of disparities (e.g., how to account for stops that did not occur and police encounters that did not escalate to reportable uses

of force); and (2) how to aggregate data for quantitative analysis while giving due consideration to the situational uniqueness of use of force incidents. The basis for these discussions will be a report published in March 2022 by the City of Chicago Office of Inspector General (OIG) on race- and ethnicity-based disparities in the Chicago Police Department's (CPD's) use of force. OIG analyzed CPD-generated data—including Tactical Response Reports, which officers complete after a use of force; Investigatory Stop Reports; and data from the Illinois Traffic Stop Statistical Survey—to evaluate whether evidence of disparities existed across several phases of use-of-force encounters.

On the first point, panelists will describe OIG's approach of examining use-of-force encounters by breaking down these interactions into multiple analytic phases: (1) the initial stop, (2) the officer's decision to use force after a stop, (3) the officer's force mitigation/de-escalation efforts deployed during the encounter, (4) the level of severity of force deployed during the encounter, and (5) the number of uses of force deployed during the encounter. Panelists will share how separate analyses of each of these phases of interaction led to separate insights into race- and ethnicity-based disparities in the use of force. Panelists will also share the data visualization techniques OIG used to communicate these results, how the analytic strategy was informed by the data available in the Chicago case, and how different types of analysis could be possible in municipalities that collect their data differently.

On the second point, panelists will discuss the complementarity of quantitative analysis of large datasets and qualitative, comparative case study when evaluating use-of-force interactions. OIG's report made two major reporting decisions that will be of interest to agencies tackling similar challenges that will be discussed in this session, as well as the public reception of the report and what elements of the analysis sparked the greatest public engagement.

Speakers:

- Lauren Buscato, Investigative Analyst, Office of the Inspector General, Chicago, IL
- Robert Owens, Chief Performance Analyst, Office of the Inspector General, Chicago, IL

Violence in Jails and Prisons: Strategies for Oversight and Prevention

Jail and Prison Oversight

Concurrent Session | 1:45 p.m. – 3:15 p.m. | Brazos I & II

For decades, violence and unsafe conditions have plagued jails and prisons, resulting in thousands of serious injuries to incarcerated individuals. Despite the importance that injury data holds in informing operational response strategies to mitigate injury rates, the tracking, reporting, investigation, and analysis of injuries by Correction Departments has long been troubled by poor supervision and accountability, which in turn has led to a significant underreporting of serious injuries.

This panel will review some of the innovative ways correctional oversight entities, advocates, academics, journalists, and other stakeholders sought to examine the challenges of injury reporting requirements and processes within a jail or prison system. Panelists will share lessons learned and will address opportunities, challenges, and strategies for oversight entities moving forward.

Attendees will learn:

- The importance of field-based observations in correctional infirmaries, urgent care and radiology clinics and hospital prison wards to inform injury oversight work;
- The effectiveness of auditing incident-level injury data to understand patterns of failure and success relating to injury reporting and tracking;
- Review options to ensure injury reporting accountability, including supportive interagency engagement, public reporting, rulemaking and a commitment to follow-up investigations;
- The potential for accurate, robust injury reporting to mitigate rates of serious and non-serious injury in jails and prisons and establish increased public trust in correctional systems.

Speakers:

- Bart Baily, Director of Violence Prevention, NYC Board of Correction, New York, NY
- Natasha Frost, Professor of Criminology and Criminal Justice, Northeastern University, Boston, MA
- Nancy Rodriguez, Professor of Criminology, Law and Society, University of California - Irvine, Irvine, CA
- Cynthia Simons, Grant Me The Wisdom (GMTW) Women’s Fellow, Texas Center for Justice and Equity, Austin, TX

COPA Academy: A Blueprint for Investigative and Legal Staff Training

Practice of Effective Oversight

Concurrent Session | 3:30 p.m. – 5:00 p.m. | Pecos I & II

Chicago’s City Council passed enabling legislation creating the Civilian Office of Police Accountability (COPA) as an independent police oversight and accountability agency on October 5, 2016, empowered to receive all complaints of misconduct involving Chicago Police Department members and retain for investigation those within its jurisdiction; investigate certain police-involved incidents, including those in which no allegation of misconduct is made, such as officer-involved shootings and death incidents and other incidents involving serious bodily injury; identify and address patterns of police misconduct; and make policy recommendations to improve the Chicago Police Department and advance the culture of policing. COPA officially launched on September 5, 2017 and remains as the leader in police accountability by conducting thorough investigations, broad outreach and community engagement efforts, and development of comprehensive training and professional development programs for staff.

This session will focus on COPA’s efforts to develop and implement robust training methodologies that align with expectations in COPA’s enabling ordinance and the Consent Decree. COPA’s Training and Professional Development Department provides members of staff, specifically new employees assigned to the Investigations and Legal sections, over 200 training hours. COPA is also excited to launch an in person and virtual COPA Community Citizens Academy for members of the public.

This session will address the Training Plan Structure; Series I: New Hire Orientation, including Topics, Job Classifications and Training Hours; Series II: COPA Academy, including Structure and Topics, New Hire Orientation, Investigative Concepts and Steps, Legal Concepts, Site Visits, and Case Study Practicum; Job Classifications, including Training Hours; Series III: In-Service, including Topics, Job Classifications and Training Hours; Metrics and Tracking Process; Quarterly / Annual Summary Reporting; and the COPA Community Citizens Academy.

This session is intended to provide insight to other civilian oversight training and development professionals seeking to expand or enhance their agency's investigative and legal training programs.

Speakers:

- Ephraim Eaddy, First Deputy-Chief of Communications & External Affairs, Civilian Office of Police Accountability, Chicago, IL
- Andrea Kersten, Chief Administrator, Civilian Office of Police Accountability, Chicago, IL
- Charlotte Seiler, Training Officer, Civilian Office of Police Accountability, Chicago, IL

The Value of Comparative Prison Oversight Across State Boundaries: Lessons from Illinois, New York, and Pennsylvania

Jail and Prison Oversight

Concurrent Session | 3:30 p.m. – 5:00 p.m. | Brazos I & II

The Correctional Association of New York, The John Howard Association of Illinois, and the Pennsylvania Prison Society are engaged in an ongoing partnership to produce good practice models to inform both ground level monitoring work, and to demonstrate the value of civilian oversight. We are applying oversight tools across jurisdictions to allow for direct comparisons and through an ongoing exchange on a variety of ancillary topics.

A major report detailing the nature of the COVID-19 crisis and response in our three states demonstrated the potential to draw firm conclusions and make recommendations based on good practice. We have been able to draw important comparisons even when evidence has been collected in ways that vary due to differing models and levels of access. For example, a massive disparity in vaccination uptake rate between Pennsylvania (89%) and New York (49%) in August 2021 can be attributed to a \$25 incentive offered in Pennsylvania, providing an evidence-based recommendation for replication. In this report we highlighted a series of 'Methodology Case Studies' which form part of a growing library of resources to be adapted and used elsewhere.

In addition to applying our distinct methods for common outputs we have introduced common tools to allow for direct comparison. We have adapted and administered the Measuring the Quality of Prison Life survey, which is widely used in Europe. This tool is a way of understanding relationships between staff and incarcerated people to uncover aspects of prison life that are impossible to measure through traditional metrics. Its application will result in a report on the lessons-learned in applying the method in the US.

By showing how and why comparative oversight is effective, and by providing models for replication, we will aim to allow participants to re-imagine the potential for cooperation between oversight agencies across state boundaries.

Speakers:

- Noah Barth, Prison Monitoring Director, Pennsylvania Prison Society, Philadelphia, PA
- Aidan King, Director of Performance and Impact, Correctional Association of New York, Brooklyn, NY
- Sumeet Sharma, Director of Monitoring and Advocacy, Correctional Association of New York, Brooklyn, NY
- Gwyn Troyer, Director, Prison Monitoring Project, John Howard Association of Illinois, Chicago, IL

Starting a New Prison Oversight Body: A Conversation with New Jersey's Correctional Ombudsman

Jail and Prison Oversight

Concurrent Session | 5:15 p.m. – 6:15 p.m. | Brazos I & II

New Jersey recently passed what many consider to be the strongest prison oversight legislation in the country, strengthening a previously ineffective office. For over a year, the Governor's office sought the right person to serve as the Chief Ombudsman and recently selected Terry Schuster for that role. Terry is uniquely qualified for that position given his background with prison reform and oversight, court-ordered monitoring, research-based sentencing policy reform, and collaborative relationships with system stakeholders in numerous states. As he prepared to take up his post, Terry engaged in deep thinking about his initial steps as the Ombudsman to ensure the effectiveness of his office, and he had extensive discussions with Michele Deitch, his longtime mentor, former professor, and expert on correctional oversight, about these issues.

This session will present a conversation between Michele and Terry about some of the issues that are arising in the early days of this oversight body. Their conversation will touch on questions such as how the oversight body's functions should be prioritized between complaints resolution and inspection responsibilities; how to staff the office to ensure that various functions are handled most effectively; how to build trust with the corrections agency and other key stakeholders; what kinds of data the office should collect; what kinds of reports the office should issue; and how the effectiveness of the Ombudsman's office should be assessed. These are all issues that can have an enormous impact on first impressions and the long-term effectiveness of the Ombudsman's office, so they deserve careful consideration.

The conversation format of this session ensures that it will be a lively discussion tailored to the needs of the audience for helpful information they can take back to their own oversight organizations or that they can bear in mind as they help establish new oversight bodies around the country. There will be plenty of time for Q&A.

Speakers:

- Michele Deitch, Distinguished Senior Lecturer, Lyndon B. Johnson School of Public Affairs at the University of Texas - Austin, Austin, TX
- Terry Schuster, Ombudsman, New Jersey Office of the Corrections Ombudsperson, Trenton, NJ

WEDNESDAY, SEPTEMBER 14TH

Continental Breakfast

7:00 a.m. – 9:00 a.m. | Grand Ballroom Foyer

NACOLE Annual Membership Meeting and Elections

8:00 a.m. – 10:00 a.m. | Brazos I & II

Anatomy of a Catastrophe: How and Why a Detonation by the LAPD Bomb Squad Devastated a Neighborhood

Strengthening the Work of Oversight

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

On June 30, 2021, the Los Angeles Police Department’s bomb squad detonated a large cache of homemade explosives in the middle of a Los Angeles neighborhood. Due to human error, there was a catastrophic failure of the bomb squad’s containment vessel and the ensuing explosion destroyed much of the surrounding neighborhood, damaging 35 properties, injuring 17 people and displacing dozens of residents, many of whom have never returned. The cost to the city and community has been estimated at over five million dollars to date. This incident was investigated by three entities, the Police Department (LAPD), the Federal Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF), and the Office of the Inspector General (OIG).

This presentation will examine why an independent investigation from an oversight organization (the OIG) provided added value and benefit to the public and to the department. The presentation will demonstrate the need to go beyond the simple question of how the incident occurred and demonstrate the critical need to answer the most important question of why the incident occurred. The presentation will demonstrate that only with an understanding of the complex answers as to why the incident occurred can meaningful change be introduced.

This presentation will address the importance of proper training, supervision, and management oversight and constant review of complex and critical policies such as those governing the handling of explosives. The presentation will also touch on the role played by community members in advocating for change.

Speakers:

- John Garner, Police Special Investigator, Los Angeles Police Commissions’ Office of the Inspector General, Los Angeles, CA
- Ben Goldblatt, Police Special Investigator, Los Angeles Police Commissions’ Office of the Inspector General, Los Angeles, CA

Civilian Police Oversight in Sierra Leone

Practice of Effective Oversight

Lunch Session 14 | 12:00 p.m. – 1:30 p.m. | Elm Fork

Sierra Leone has made significant progress in building stability after more than a decade of civil war ending in 2002. During the immediate years following the end of the conflict, the Government prioritized rebuilding state institutions with particular attention to the Justice and security sector. The Independent Police Complaints Board (IPCB) is a civilian oversight body established in July 2013 by the Police Council under Section 158 of the Constitution of Sierra Leone 1991 (Act No. 6 of 1991) is one such structure. The IPCB acts as an oversight and investigations body with a national scope and responsibility and serves as a bridge builder between the public and the police.

The African Commission on Human and Peoples' Rights (ACHPR) at its 40th Ordinary Session, and the Sierra Leone Agenda for Change, 2008-2012 (PRSP II) justified the establishment of the IPCB. The functions of the IPCB are to receive and investigate complaints of a serious nature, and thereby to increase the public's confidence in policing. A robust civilian police oversight comprises the external (IPCB), the internal (Complaint Discipline and Internal Investigative Department (CDIID) of the Sierra Leone Police); and civil society (including the media, justice system etc.).

From 2014-2022, the Board has received 410 complaints on alleged police misconducts and abuses and completed investigations on 172 whilst the others are ongoing, kept in view, referred and closed.

This presentation titled "Civilian Oversight of the Police in Sierra Leone" will focus on the activities and operations of the IPCB, discuss its mandate and functions, community outreach activities, complaints and investigations management, challenges and constraints, as well as how it will also strengthen the capacity of the institution in fulfilling its mandate through collaborative efforts and building of networks with scholars and other Civilian Police Oversight institutions.

Speaker:

- Rashid Kabba, Complaints Hearing Officer, Independent Police Complaints Board, Freetown, Sierra Leone

The Three C's of Critical Incident Response: Coordination, Collaboration, and Communication

Practice of Effective Oversight

Concurrent Session | 1:45 p.m. – 3:15 p.m. | Pecos I & II

This session will address the processes and procedures civilian practitioners face when responding to critical incidents alongside law enforcement entities. Recognizing that both public safety and investigative integrity are paramount, coordination and collaboration is necessary to enable civilian oversight personnel to properly exercise their oversight responsibilities. This requires upfront preparation as well as ongoing coordination and communication with law enforcement, media, elected officials, and stakeholders. The

presenters, all experienced in this space, will suggest best practices based on case studies and a review of law enforcement and civilian oversight policies and practices.

Speakers:

- Jonathan Darche, Executive Director, New York City Civilian Complaint Review Board, New York, NY
- Ephraim Eaddy, First Deputy-Chief of Communications & External Affairs, Civilian Office of Police Accountability, Chicago, IL
- Matthew Haynam, Deputy Chief Administrator, Civilian Office of Police Accountability, Chicago, IL
- Andrea Kersten, Chief Administrator, Civilian Office of Police Accountability, Chicago, IL

Expansion and Enhancement of Oversight of Sheriff's Departments

Reform and Innovation

Concurrent Session | 1:45 p.m. – 3:15 p.m. | Brazos I & II

Civilian oversight of sheriff departments poses unique challenges and this session will address some of them. Sheriffs are often elected, serving a larger area and sometimes less urban population than police departments, and their duties go beyond traditional patrol functions, often including custody operations. Historically they have operated with greater independence, even becoming a symbol for extremism through the “constitutional sheriff” movement. To be effective, civilian oversight must find ways to enhance professionalism in their operations and ensure compliance with legislative reforms, often in the face of vigorous opposition.

Speaker:

- Max Huntsman, Inspector General, Office of Inspector General, Los Angeles, CA

Moderator:

- Cathleen Beltz, Attorney at Law and NACOLE Board Member, Los Angeles, CA

Applying Victim Service Principles to Civilian Oversight of Law Enforcement

Practice of Effective Oversight

Concurrent Session | 3:30 p.m. – 5:00 p.m. | Pecos I & II

The NYC Civilian Complaint Review Board’s Civilian Assistance Unit (CAU) is the first victim services unit within a civilian agency that oversees law enforcement. It aims to apply a victim services framework to CCRB investigations to minimize trauma and maximize the resources civilians have access to. The CCRB and CAU staff hope other civilian oversight agencies will utilize this model to develop their own programs and further develop best practices in this field.

This session aims to illustrate how victim services approaches can be applied to civilian oversight of law enforcement and how understanding the concept of power and control can provide insight helpful to working with civilians impacted by police misconduct. We will show how the CCRB has implemented these

ideas with the CAU, studies of what this has looked like in specific cases, challenges the CAU has faced, and how the CAU is continuing to grow at the CCRB.

The CAU was created to help mitigate the trauma associated with allegations of sexual misconduct and now works to help individuals navigate the investigative process after filing a CCRB complaint, regardless of the type of allegation, when the civilian or an investigator identify a need for extra resources or support. We have become a resource for both civilians and the investigators working with them. We hope that other agencies will develop similar units and help us to grow this field.

Speakers:

- Amy O’Sullivan, Civilian Assistance Unit Advocate, Civilian Complaint Review Board, New York, NY
- Baiana Turat, Civilian Assistance Unit Director, Civilian Complaint Review Board, New York, NY

Missing and Murdered Indigenous Women and People: What Oversight Needs to Know

Addressing Today’s Challenges

Concurrent Session | 3:30 p.m. – 5:00 p.m. | Brazos I & II

This session will include a speaker that has expertise in the area of Missing and Murdered and Indigenous Women/People. The audience should gain an understanding of the scope of the problem, the areas in which the "system" fails the Indigenous community, and how we, as oversight practitioners, can use this knowledge with the agencies we oversee to improve the system where we can.

Speakers:

- Emily Wright, Assistant Vice Chancellor for Social Science Research and Professor of Criminology and Criminal Justice, University of Nebraska, Omaha, NE

Leadership Roundtable

Roundtable Discussions

Roundtable Discussion | 5:15 p.m. – 6:15 p.m. | Elm Fork

How many oversight professionals, executive directors or leaders in oversight agencies have had to learn to do this job by doing? What are some of the lessons you have learned and situations you have experienced that can help others avoid the minefields that we all face? From dealing with the political leadership of a community, responding to tragic police encounters while maintaining your budget and staff morale, professionals who operate in these spaces carry a heavy load. This facilitated roundtable discussion will enable oversight leadership and aspiring leaders to identify and address various oversight leadership challenges directly.

The session will begin with two oversight executives describing a current challenge leading their agency. Following the brief introduction from each executive, the moderator will provide additional context of the challenges identified utilizing a management perspective. Session attendees will be encouraged to share a

specific leadership challenge their agency faces and provide their insight to identify practical and feasible solutions to the challenges discussed. Possible topics to be addressed are:

- Measuring Success
- Strategic Planning
- Talent Retention and Growth
- Maintaining Team Morale
- Leadership and Team Mindfulness/Self-Care While Managing Stakeholder Expectations
- Working with Difficult/Challenging Personalities and Opinions
- Leadership Burnout
- The Politics of it All

Moderators:

- Russell Bloom, Independent Police Auditor, BART Office of the Independent Police Auditor, Oakland, CA
- Wendelyn Julien, Executive Director, Los Angeles County Probation Oversight Commission, Los Angeles, CA
- Kim Neal, Police Oversight Monitor and Director, Office of the Police Oversight Monitor, Fort Worth, TX
- Brian Williams, Executive Director, Los Angeles County Sheriff's Civilian Oversight Commission, Los Angeles, CA

Sankofa Celebration

Worthington Renaissance Hotel | 7:00 p.m. – 9:00 p.m. | The Terrace



Sankofa is a concept originating with the Akan people of Ghana. Its meaning speaks to the belief 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.

THURSDAY, SEPTEMBER 15TH

Continental Breakfast

7:30 a.m. – 9:00 a.m. | Grand Ballroom Foyer

Addressing White Supremacy and Extremism in Law Enforcement

Addressing Today's Challenges

General Session | 8:30 a.m. – 10:00 a.m. | Pecos I & II

Recent events, including the January 6, 2021 insurrection, demonstrate that some law enforcement officers have allied themselves with white supremacist organizations and paramilitary gangs, like the Oath Keepers and the Three Percenters. Armed gangs and groups of avowed racists, homophobes and misogynists should play no role in contemporary law enforcement. Too often, law enforcement officers have affiliated themselves with groups dedicated to white supremacy (“hate groups”). This, coupled with over-policing, places communities of color at risk. Unfortunately, several law enforcement agencies have embraced white supremacist groups and paramilitary gangs as partners in law enforcement. In fact, some law enforcement officers have worn white supremacist groups’ logo patches on their uniforms and some have inked their bodies with matching tattoos. And, threats by white supremacist groups are sometimes not taken seriously, which was part of the cause of the January 6 insurrection.

When law enforcement officers join, support or advance hate group propaganda and beliefs, questions arise as to their own fairness, judgment and commitment to fulfilling the oath they swore to uphold. Also, their association with these groups undermines the credibility and legitimacy of the agency that employs them and creates doubt that all communities will be served equitably. Many law enforcement agencies invest considerable time, effort and money to cultivate community trust. Any association with hate groups or paramilitary gangs tends to sabotage that investment and damage public trust.

The session will explore how affiliation with white supremacy groups/hate groups may evolve into secret subgroups/cliques/gangs within a law enforcement agency. Panelists will discuss the continued hiring of candidates with white supremacist beliefs and their retention. The session will also explore the urgent need for a national database of law enforcement officers who possess white supremacist/hate group beliefs to prevent them from moving from agency to agency. Finally, the session will touch on the issue of deputy gangs within the L.A. County Sheriff’s Department.

Speakers:

- Lecia J. Brooks, Chief of Staff and Culture, Southern Poverty Law Center, Montgomery, AL
- Max Huntsman, Inspector General, Los Angeles County Office of Inspector General, Los Angeles, CA
- Sean Kennedy, Chair, Los Angeles County Sheriff Civilian Oversight Commission, Los Angeles, CA

Sexual Misconduct and Law Enforcement Agency Culture: Why it Matters to Community

Addressing Today's Challenges

General Session | 10:15 a.m. – 11:45 a.m. | Pecos I & II

Sexual harassment and abuse in the workplace are not uncommon, including in male dominated professions like law enforcement. This is true even in agencies with policies in place meant to prevent and address sexual misconduct. Law enforcement agency culture and attitudes regarding sexual misconduct can drive how seriously such allegations made against fellow employees are taken and whether those who commit misconduct are held accountable. That same culture can drive how agencies respond to complaints of sexual misconduct by community members against officers. Agencies that give short shrift to internal complaints of sexual misconduct may be even less likely to take community complaints of sexual misconduct against a law enforcement officer seriously. Compounding the problem, those in the community mostly likely to be victims of sexual misconduct are often those less likely to be believed, such as children, people with an arrest record, and those who are perceived as involved with sex trades. This panel will explore the issue of agency culture towards sexual misconduct, how it impacts both internal complaints of sexual misconduct and those from community members, and why agency culture matters to community safety in addressing and preventing law enforcement sexual misconduct.

Speakers:

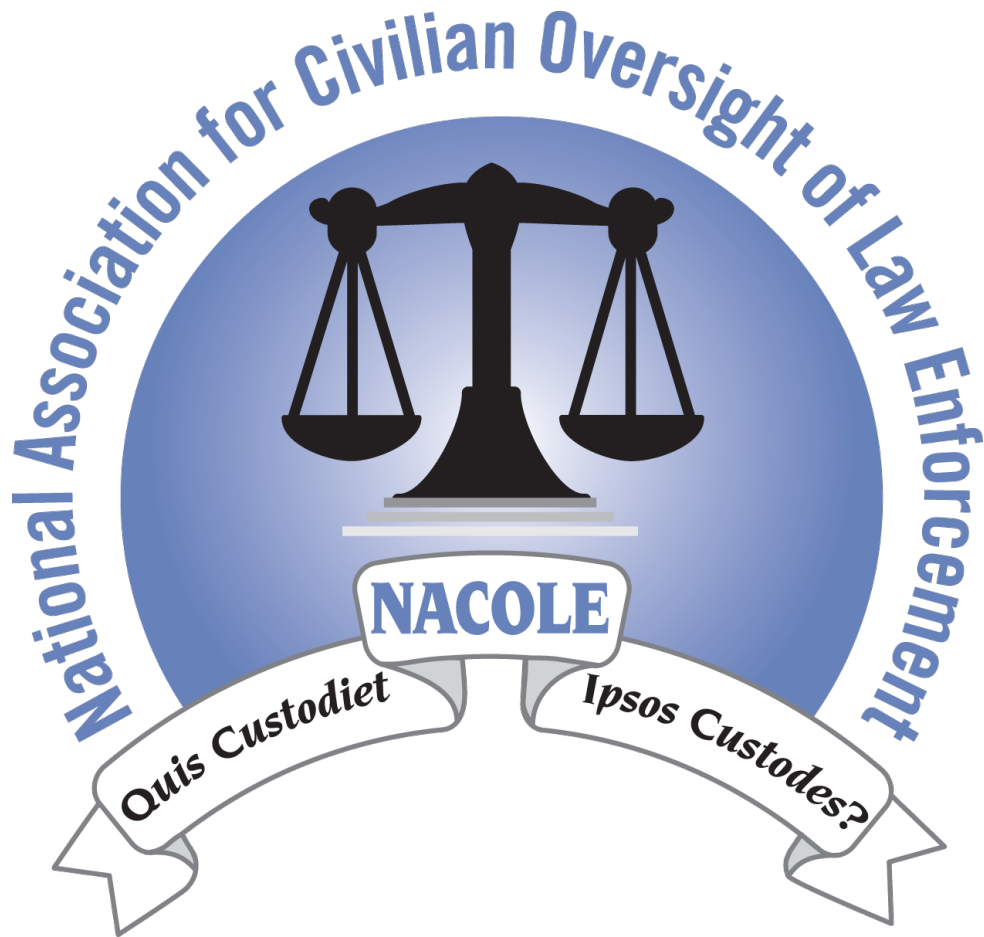
- Sara Jane del Carmen, Consultant, del Carmen Consulting, Arlington, TX
- Rhonda Dobbs, Associate Professor and Department Head, Criminal Justice Department, Tarleton State University, Fort Worth, TX
- LaTasha Watson, Director, Office of Public Safety Accountability, Sacramento, CA

Moderator:

- Marcia K. Thompson, Esq., Director of Community Investment, Amazon.com, Chicago, IL

Closing Remarks

11:45 a.m. – 12:00 p.m.



**Thank you for attending the
28th Annual NACOLE Conference.**

It's not too late to register for additional virtual sessions occurring on October 26, November 2, and November 9. Visit www.nacole.org for more information.

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We would like to thank Arnold Ventures for their sponsorship of the 28th Annual NACOLE Conference and their support of NACOLE's work to create a community of support for independent and effective civilian oversight entities.



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