



**RECKONING & RESILIENCE**  
IN THE POST-GEORGE FLOYD ERA

**MINNEAPOLIS, MINNESOTA**  
**MARRIOTT CITY CENTER**  
**OCTOBER 26 - 30, 2025**



**Official Conference Program and Session Guide**





October 26, 2025

Dear NACOLE Conference Attendees

When I shared my first President’s Message in November 2023, I pledged to strengthen NACOLE’s foundation by focusing on five priorities: organizational sustainability, training and technical assistance, membership engagement, policy and standards development, and the continued growth of our national conferences. As my term as President concludes, I am proud to reflect on how those commitments have translated into tangible progress and long-term impact:

**Organizational Sustainability:** We strengthened NACOLE’s financial position through new revenue streams, partnerships, and careful management. By 2025, training and technical assistance accounted for 32% of the annual budget, and our first fundraising campaign in three decades established a culture of giving among members and partners. New corporate sponsors, including Sivil Technologies and Axon, expanded our base of support, and the Board approved a 403(b) retirement plan to launch in 2026—ensuring stability for years to come.

**Training and Technical Assistance:** Training remains central to NACOLE’s mission. Over the past year, our webinars and direct assistance supported oversight agencies in cities such as Minneapolis, Chicago, and Alexandria, VA, addressing issues from implicit bias to artificial intelligence. These programs continue to equip practitioners with tools to strengthen accountability and transparency nationwide.

**Community and Membership Engagement:** NACOLE’s regional meetings in New York and San Francisco brought together hundreds of oversight professionals to share insights and strengthen community connections. Membership continues to grow and diversify, supported by new engagement initiatives and a focus on inclusion. The Jail and Prison Oversight Committee expanded its work, highlighting the importance of custodial oversight within our broader mission.

**Policy, Standards, and Research:** We advanced NACOLE’s leadership by finalizing key governance policies, modernizing the Certified Practitioner of Oversight (CPO) Program, and preparing the Civilian Oversight Agency Database for national rollout. NACOLE also continued its advocacy on legislation affecting oversight, reinforcing our role as the national voice for accountability and reform.

**National Conferences:** Our 2025 Annual Conference in Minneapolis—*“Reckoning & Resilience in the Post-George Floyd Era”*—marks one of our largest gatherings, featuring a keynote by Minnesota Attorney General Keith Ellison and opening remarks by Minneapolis Mayor Jacob Frey. With over 40

sessions and record participation, the event showcases the field's growth and energy. Planning is already underway for the 2026 Conference in Louisville, Kentucky.

Together, we have strengthened NACOLE's foundation, expanded its reach, and advanced its mission of promoting accountability and public trust. I am deeply grateful to our Board, staff, committees, and members for your partnership and commitment. NACOLE's future is bright because of your dedication and belief in the transformative power of civilian oversight.

Thank you for the honor of serving as your President.

Warm regards,

A handwritten signature in blue ink, appearing to read "Anthony Finnell". The signature is fluid and cursive, with a large initial "A" and "F".

Anthony Finnell  
NACOLE President

# Reckoning and Resilience in the Post-George Floyd Era

The 31<sup>st</sup> Annual Conference of the  
National Association for Civilian Oversight of Law Enforcement

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## NACOLE Founders

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In 1993, members of the United States (U.S.) delegation to the International Association of Civilian Oversight of Law Enforcement conference in Cambridge, MA, met to discuss issues specific to civilian oversight of law enforcement in the United States and 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, advancement, and support of the practice of civilian oversight of law enforcement, jails, and prisons in the United States and beyond.

Donald Casimere	Clyde B. Davis	Felicia Davis
Helen Marie Davis	James L. Johnson	Robin Lolar
Malvina Monteiro	Brian C. Reeder	Larna Spearman

## NACOLE Presidents

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Over the last thirty years, NACOLE has been fortunate to have been led by individuals with a strong commitment to civilian oversight and NACOLE's mission. Their dedication and vision has ensured the organization's continued growth and stability.

Brian C. Reeder (1997-2000)	André Birotte, Jr. (2009)
Sue L. Quinn (2000-2003)	Kathryn Olson (2010-2012)
Malvina Monteiro (2003-2005)	Ilana Rosenzweig (2012-2013)
Barbara Attard (2005-2006)	Brian Buchner (2013-2016)
Pierce Murphy (2006-2007)	Brian Corr (2016-2019)
Eduardo Diaz, Ph.D. (2007-2008)	Susan Hutson (2019-2021)
Philip K. Eure (2008-2009, 2010)	Gianina Irlando (2021-2023)
	Anthony Finnell (2023-Present)

# 2024 – 2025 NACOLE Board of Directors

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**Anthony Finnell**, President  
Indianapolis, IN

**Florence Finkle**, Vice-President  
New York, NY

**Bart Logue**, Secretary  
Spokane, WA

**George Perezvelez**, Treasurer  
Berkeley, CA

**Gianina Irlando**, Past President  
Bay Area, CA

**John Alden**, Member-at-Large  
Santa Rosa, CA

**Jill Fitchard**, Member-at-Large  
Nashville, TN

**Ed Harness**, Member-at-Large  
Louisville, KY

**Kim Neal**, Member-at-Large  
Alexandria, VA

**Amarik Singh**, Member-at-Large  
Sacramento, CA

**Boncycle Sokunbi**, Member-at-Large  
Fort Worth, TX

**Jayson Wechter**, Member-at-Large  
San Francisco, CA

## NACOLE Staff

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**Cameron Mchellhiney**, Executive Director  
Indianapolis, IN

**Tina Barr**, Director of Training & Education  
Richmond, VA

**Gianina Horton**, Event Coordinator  
Aurora, CO

**Mary Pettigrew**, Administrative Assistant  
Los Vegas, NV

**Alicia Zeringue**, Marketing & Communications Consultant  
Lafayette, LA

# Mission, Vision, Goals & Values

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## MISSION

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.

## VISION

NACOLE envisions a field of civilian oversight where:

- Professional, well-funded, well-trained, properly authorized, and independent oversight organizations, known to the public, are accepted, supported, and promoted;
- NACOLE's expertise and ability to support civilian oversight nationally and internationally is sustained by sufficient staffing, financial resources, and public presence; and
- Law enforcement agencies act constitutionally, without bias, are respectful of the public, hold officers accountable, and seek public input in developing and implementing policies, procedure, and training.

## GOALS

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 and promote its vision, 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.

## VALUES

- We value all human life and the dignity of every person;
- We value the public's right to be treated with dignity and respect by law enforcement;
- We value democratic policing and the power of each community to shape its own policing practices and standards;
- We value the principles of participation and respect, fairness and impartiality, transparency and trustworthiness, and understand that they apply to the work of both civilian oversight and law enforcement;
- We value diversity of NACOLE board and committee members, program participants, and among NACOLE members and law enforcement executives and officers;
- We value all NACOLE members and their multifaceted contributions to the field of civilian oversight; and
- We value our profession and our membership's commitment to civilian oversight of law enforcement.

# NACOLE Activities

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NACOLE's membership is composed of oversight practitioners, community stakeholders, current and former law enforcement personnel, elected officials, journalists, academics, and others. NACOLE's work legitimizes civilian oversight of law enforcement as a professional field of practice and study 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 and regional training and networking events throughout the year. These programs allow more opportunities to meet and exchange information and ideas about issues affecting civilian oversight of law enforcement, jails, and prisons. In recent years, NACOLE has increased the footprint of the training and technical assistance it provides to civilian oversight entities and jurisdictions wishing to establish effective and sustainable oversight mechanisms.

NACOLE works collaboratively and in partnership with those interested in oversight. From the public perspective, NACOLE ensures oversight is knowledgeable, effective, and sustainable. From the law enforcement perspective, NACOLE ensures policies and processes are in place to ensure transparency, accountability, and institutional commitment to constitutional law enforcement practices. NACOLE seeks to engage stakeholders in a dialogue that firmly establishes partnerships and helps create an environment in which law enforcement reflects the values of the community it serves, is responsive to the community and their concerns, and in turn, the community views the police with legitimacy and respect.

## **NACOLE TRAINING & TECHNICAL ASSISTANCE**

NACOLE contracts with jurisdictions to provide training to oversight offices, boards, and commissions on a range of topics concerning civilian oversight of law enforcement. As with training, NACOLE provides tailored technical assistance to meet the needs of jurisdictions. If you would like to find out more, visit [NACOLE.org](https://www.nacole.org) or contact NACOLE's Director of Training and Education at [info@nacole.org](mailto:info@nacole.org).

# NACOLE Honorees

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NACOLE recognizes individuals, organizations, and agencies whose contributions and/or accomplishments have helped further the field of civilian oversight of law enforcement, jails, and prisons.

## NACOLE FLAME AWARD

The *Flame Award*, the Association's highest honor, recognizes significant long-term contributions to the field of civilian oversight of law enforcement, jails, and prisons. The following recipients of this award represent many individuals who are responsible for what civilian oversight is today.

### 2025 RECIPIENT

**KIM NEAL,  
Alexandria, Virginia**

### PAST RECIPIENTS

SHARON FAIRLEY	Tucson, AZ	2024
CAMELIA NAGUIB	Chicago, IL	2023
LIANA PEREZ	Tucson, AZ	2021
MICHELE Y. DEITCH	Detroit, MI	2019
HON. THELTON E. HENDERSON	St. Petersburg, FL	2018
L. PIERCE MURPHY	Spokane, WA	2017
CHRISTY E. LOPEZ	Albuquerque, NM	2016
CHARLES D. REYNOLDS	Riverside, CA	2015
JOHN W. MACK	Kansas City, MO	2014
PHILIP K. EURE	Salt Lake City, UT	2013
MICHAEL GENNACO	San Diego, CA	2012
RICHARD ROSENTHAL	New Orleans, LA	2011
AL LACABE	Seattle, WA	2010
NUALA O'LOAN	San Jose, CA	2007
ANTHONY D. ROMERO	San Jose, CA	2007
SAMUEL WALKER	Miami, FL	2006
JANET RENO	Miami, FL	2005
MERRICK BOBB	Los Angeles, CA	2003

# NACOLE ACHIEVEMENT IN OVERSIGHT & NACOLE 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, organizations, or agencies.

## 2025 CONTRIBUTION TO OVERSIGHT RECIPIENT

**DIANE MCDERMOTT**  
**Albuquerque, NM**

### PAST RECIPIENTS

Barbara Kenny	Contribution to Oversight	2024
Seattle Office Of Police Accountability	Achievement in Oversight	2024
Edward Harness	Achievement in Oversight	2023
Arewa Karen Winters	Contribution to Oversight	2023
Andrea Armstrong	Contribution to Oversight	2022
Jayson Wechter	Contribution to Oversight	2022
Simone Levine	Contribution to Oversight	2021
Imani S. Jaafar	Achievement in Oversight	2019
Constantin Severe	Contribution to Oversight	2019
Administrative Prosecution Unit Of The New York CCRB	Contribution to Oversight	2019
No On Proposition H Core Committee Members	Achievement in Oversight	2018
Commissioner Terrence F. Williams & The Independent Commission Of Investigations	Achievement in Oversight	2018
Judge Anne Levinson (Ret.)	Contribution to Oversight	2018
Diana Teran	Contribution to Oversight	2018
Donna Salazar	Achievement in Oversight	2017
New Orleans Independent Police Monitor	Achievement in Oversight	2017
Coalition For Police Accountability	Contribution to Oversight	2017
Peter S. Holmes	Contribution to Oversight	2017
Nicholas E. Mitchell & Office of the Independent Monitor	Achievement in Oversight	2016
Sonoma County, Ca & The Community and Local Law Enforcement Task Force	Achievement in Oversight	2016
Invisible Institute	Contribution to Oversight	2016
St. Louis City Aldermen Antonio French & Terry Kennedy	Achievement in Oversight	2015
Samara Marion	Achievement in Oversight	2015
New York City Council Members Brad Lander & Jumaane Williams	Achievement in Oversight	2014
Patrisse Cullors	Achievement in Oversight	2014
Kelly Davis, Liam Dillon, & Dave Maass	Contribution to Oversight	2014
Center For Justice	Contribution to Oversight	2013
John Dahlburg, Sally Kestin, & John Maines	Contribution to Oversight	2013

André Marin	Achievement in Oversight	2012
Tom Jennings, Laura Maggi, Brendan McCarthy, & A.C. Thompson	Contribution to Oversight	2012
State Assemblyman Mark Leno & State Senator Gloria Romero	Contribution to Oversight	2007
Mark Schlosberg	Contribution to Oversight	2007
John Crew	Contribution to Oversight	2005

## ADDITIONAL AWARDS

In previous years, the Board has chosen to honor certain Board members for long-term, outstanding service to NACOLE. We continue to be grateful for their work and dedication to NACOLE's mission.

## PAST RECIPIENTS

Karen U. Williams	2018
Carol Scott	2018
Donald Casimere	2018
Robin Lolar	2018
Rose Ceja-Aragon	2005
Sue L. Quinn	2005
Teresa Guerrero-Daley	2004
Robert Aaronson	2004
Denise Deforest	2004
Joe Sandoval	2003
Dede Wilhelm	2003
The Founders of Nacole	2002

**Do you know an individual, organization, or agency whose contributions and/or accomplishments have helped further the field of civilian oversight of law enforcement, jails, and prisons?**

**Nominations will open in Spring 2026, and recipients will be awarded during the 32<sup>nd</sup> Annual NACOLE Conference in 2026.**

**Visit [www.nacole.org](http://www.nacole.org) for more information.**

# 2025 AWARD RECIPIENT BIOGRAPHIES

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Kim D. Neal

NACOLE Flame Award Recipient



The Flame Award recognizes long-term contributions to civilian oversight and a demonstrated commitment to NACOLE’s mission, vision, and values. It is given to those whose dedication and service have left an indelible mark on our field. There is no question that Kim embodied each of the criteria for this award—impact, influence, advocacy, community engagement, innovation, and a steadfast commitment to accountability and transparency.

Kim dedicated her career to building and strengthening oversight in Cincinnati, Ohio; Fort Worth, Texas; and Alexandria, Virginia. In each of these cities, she operationalized oversight structures, built trust between law enforcement and communities, and ensured accountability. In Fort Worth, she pioneered a restorative justice mediation program during the height of COVID—an innovative model that brought healing to strained community-police encounters. In Cincinnati, she launched “Real Talk with CCA,” giving young people and officers a safe space for dialogue. And in Alexandria, she served as the city’s first Independent Policing Auditor, ensuring transparency and oversight from the very beginning.

Kim’s impact cannot be measured by programs or titles alone. She was a mentor, confidant, and friend to so many of us. She shared her wisdom generously, encouraged new leaders to rise, and always spoke truth with kindness and clarity. Her ability to cut through complexity to the heart of an issue was a gift—one that shaped how oversight work was done and how future leaders in this field were formed.

Kim was also a cherished member of NACOLE, serving as a dedicated Board Member, colleague, and advocate for our mission. Her influence reached far beyond her own agencies—she was a voice for greater transparency, stronger community engagement, and meaningful reform across the nation.

Although Kim passed last year, her legacy continues. Her work, her mentorship, and her spirit continue to guide us. NACOLE honors her with the 2025 NACOLE Flame Award—an award that symbolizes the light she brought to our profession and to our communities.

## Diane McDermott

### NACOLE Contribution to Oversight Award Recipient

NACOLE is proud to recognize Diane McDermott, Executive Director of the Albuquerque Civilian Police Oversight Agency (CPOA), as the 2025 recipient of the Contribution to Oversight Award.

With more than two decades of dedicated service in civilian oversight, Diane has played a pivotal role in advancing accountability, transparency, and public trust in policing. Beginning her career as an investigator, she rose through the ranks to lead the agency through the successful completion of the City of Albuquerque’s Court-Approved Settlement Agreement, guiding oversight efforts from inception to implementation.

Under her leadership, the CPOA has grown from a small team of three investigators to a robust agency of professionals committed to fair and thorough oversight. Diane has been instrumental in expanding community engagement through seven monthly Community Policing Council meetings and a dedicated Youth Council, ensuring residents remain informed and involved in public safety discussions.

A steadfast advocate for professional excellence, Diane has prioritized ongoing training and education for staff and board members—through NACOLE programs, local initiatives, and community partnerships. Known for her integrity, fairness, and vision, she has championed transparency, inclusivity, and diversity in both agency operations and citywide oversight practices.

Diane McDermott’s leadership and lifelong commitment to strengthening police oversight exemplify NACOLE’s mission and values. Her contributions have left an enduring impact on the City of Albuquerque and the field of civilian oversight nationwide.

Help us continue to expand the reach of civilian oversight, and promote participation by individuals from a broad spectrum of social, economic, racial, ethnic and cultural backgrounds.



**DONATE TO THE ANNUAL CONFERENCE SCHOLARSHIP FUND!**

# 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/scholarship\\_program](http://www.nacole.org/scholarship_program).

## 2025 Scholarship Recipients

Lisa Elekwachi	Police Oversight Commission, Antioch, CA
Mary Elliott	Police Accountability Board, Rochester, NY
Jessalyn Goodman	Citizen Complaint Authority, Cincinnati, OH
Leah Holden	Akron NAACP, Akron, OH
Alec Jamerson	Correctional System Oversight Commission, Honolulu, HI
Charles King, III	Community Police Review Board, South Bend, IN
Kimberly Takata	Correctional System Oversight Commission, Honolulu, HI
Devin Williams	Police Oversight Commission, Antioch, CA



## Support the NACOLE Scholarship Fund

**Purchase your t-shirt or hoodie today!**  
Your support helps to strengthen the work of civilian oversight practitioners and communities, by providing access to a broad range of oversight information, best practices and professional networks.



[www.bonfire.com/2025-annual-nacole-conference](http://www.bonfire.com/2025-annual-nacole-conference)

# 2025 ANNUAL CONFERENCE TRACK DESCRIPTIONS

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This year's conference reflects the depth and evolution of our field. Over the next several days, you'll have the opportunity to learn, collaborate, and be inspired by the remarkable work being done across the country and around the world to promote accountability, transparency, and justice within public safety systems. Our conference tracks are designed to meet you wherever you are in your oversight journey—from foundational sessions to advanced discussions on emerging trends and best practices.

## Fortification Track

### ***Building the Structural and Political Strength of Oversight***

Explore how oversight agencies can strengthen their structures, protect their independence, and withstand external pressures. Sessions in this track address state preemption, litigation, and the politics of reform, offering practical tools to build organizational resilience, reinforce credibility, and ensure sustainability in the face of shifting political and institutional challenges.

## Jail & Prison Oversight Track

### ***Expanding Accountability Beyond the Walls***

Delve into the expanding field of correctional oversight and accountability. This track examines innovative approaches to ensuring transparency and safety within jails, prisons, and juvenile facilities. Attendees will discuss de-escalation in custody, staffing crises, and the role of lived experience in reform, gaining insights into building stronger, more humane correctional systems.

## Implementation

### ***Turning Oversight Principles into Practice***

Designed for practitioners and policymakers, this track focuses on translating oversight principles into everyday practice. Sessions highlight real-world applications such as mediation programs, use-of-force policies, auditing, and technology oversight. Attendees will gain actionable strategies to strengthen operations, enhance credibility, and deepen community trust in their oversight work.

## Considerations

### ***Exploring Emerging Issues and Evolving Frontiers in Oversight***

Engage with the evolving frontiers of oversight in this forward-looking track. Topics explore ethical and technological challenges, including body-worn cameras, surveillance accountability, AI in policing, and youth protections. Participants will consider how oversight can adapt to emerging risks while upholding transparency, fairness, and public trust in rapidly changing environments.

## Collaborations

### ***Strengthening Oversight Through Partnership and Collective Action***

This track showcases how partnership fuels effective oversight. Through examples from local and regional initiatives, attendees will learn strategies for building trust, sharing resources, and working across jurisdictions. Sessions highlight how collaboration among oversight bodies, government, and communities can strengthen legitimacy, amplify impact, and create more sustainable accountability systems.

# Daily Schedule

## Sunday, October 26, 2025

8:30 am – 5:00 pm	Pre-Conference: Executive Leadership Forum (Pre-registration required)
10:00 am – 5:00 pm	Pre-Conference: Board & Commission Forum (Pre-registration required)
10:00 am – 5:00 pm	Pre-Conference: Investigator Forum (Pre-registration required)
6:00 pm – 8:00 pm	Opening Reception

## Monday, October 27, 2025

8:30 am – 9:05 am	Opening Remarks Featured Speaker: Jacob Frey, Mayor, Minneapolis, MN		
9:15 am – 10:45 am	General Session: The Work of Police Reform and Accountability – Local Stakeholder Perspectives		
11:00 am – 12:30 pm	General Session: The Evolution of Oversight and Accountability in Minneapolis		
12:30 pm – 2:00 pm	Lunch on Your Own		
	Tracks		
	Fortification	Jail & Prison Oversight	Implementation
2:00 pm – 3:30 pm	State Preemption of Local Civilian Oversight of Law Enforcement	Surviving the Storm: Building and Rebuilding Correctional Oversight in the Face of Political Pressure	The Rise of Community-Police Mediation Programs: Valuable Insights Gained Through Networking
3:45 pm – 5:15 pm	Litigation and Oversight: Lessons From New York State	De-escalation in a Custody Setting	Use of Force Principles: Twenty-Three Core Elements to Ensuring an Effective Policy
6:00 pm – 7:30 pm	Annual Conference Scholarship Fundraiser (Registration Required)		

## Tuesday, October 28, 2025

7:30 am – 8:30 am	Coffee with the Candidates		
8:30 am – 10:00 am	General Session: Leveraging Institutions and Organizations to Lead Reform in the Absence of Federal Oversight		
	Tracks		
	Fortification	Jail & Prison Oversight	Implementation
10:30 am – 12:00 pm	The Politics of Police Oversight: Navigating Resistance, Reform, and Relationships	Accountability in Crisis: How Oversight Can Drive Solutions to Corrections Staffing Shortages	Maximizing Impact: Effective Outreach Strategies for Under-Resourced Agencies
12:00 pm – 1:30 pm	Keynote Luncheon and Awards Ceremony Keynote Speaker: Keith Ellison, Attorney General, State of Minnesota		
2:00 pm – 3:30 pm	Forum Discussions (See Daily Schedule and Session Summaries)	Conducting Oversight Over Juvenile Detention Facilities and Probation – A Community-Based Approach	Power of the Hashtag: Social Media in Policing and Oversight
3:45 pm – 5:15 pm	Forum Discussions (See Daily Schedule and Session Summaries)	Doing oversight after doing time: How lived experience is reshaping correctional oversight offices	Forum Discussions (See Daily Schedule and Session Summaries)
5:30 pm – 6:30 pm	New Member & First-Time Attendee Gathering		

## Wednesday, October 29, 2025

8:30 am – 10:00 am	Annual Membership Meeting and Elections		
	Tracks		
	Considerations	Implementation	Collaboration
10:30 am – 12:00 pm	The Broken Promise of Police Body-Worn Cameras and the Current State of Public Access	Critical Incidents, Crowds, and Constitutional Rights: Conducting After-Action Reviews in a Changing Landscape	Strengthening Oversight Through Collaboration: Insights from Spokane and Boulder
12:00 pm – 1:30 pm	Lunch on Your Own		
1:30 pm – 3:00 pm	AI in Law Enforcement & Civilian Oversight of Law Enforcement: Risks, Challenges, and Accountability	Audit Principles to Build Credibility and Legitimacy in Civilian Oversight	Turning Challenges into Opportunities
3:30 pm – 5:00 pm	Officer Created Jeopardy and How It Results in Deadly Force Incidents	How Can Civilian Oversight Authorities Can Shape Surveillance Accountability in Public Safety	Because Kids Are Not Just Miniature Adults: Supporting Community Oversight and Accountability of Law Enforcement Treatment of Youth
6:30 pm – 9:00 pm	Sankofa Reception		

## Thursday, October 30, 2025

8:30 am – 10:00 am	Knowledge is Power: Using Research to Transform Oversight and Public Safety
10:15 am – 11:45 am	A Path to Trust: Addressing Performative Engagement and Building Authentic Relationships
11:45 am – 12:00 pm	Closing Remarks

# Conference Session Summaries & Speakers

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## Sunday, October 26th

### Executive Leadership Forum

8:30 PM – 5:00 PM | St. Croix II (6th Floor)

### Board and Commission Forum

10:00 PM – 5:00 PM | Wayzata & Gray's Bay (8th Floor)

### Investigator Forum

10:00 PM – 5:00 PM | Excelsior & Lafayette (8th Floor)

### Opening Reception

6:00 PM – 8:00 PM | Atrium (4th Floor)

Please join us as we kick off the celebration of our 31st Annual NACOLE Conference. Attendees will be able to enjoy light hors d'oeuvres and a cash bar while visiting with old friends and becoming acquainted with others. Please note that the event will begin at 6:00 p.m. and welcoming remarks will be given by NACOLE President Anthony Finnell at 6:45 p.m. We hope to see you there.

Are you participating in the Certified Practitioner of Oversight Program? At the completion of the conference, please scan the QR code below to submit your hours.

**All hours for 2025 must be submitted by December 31, 2025.**



# Monday, October 27th

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## Opening Remarks

8:30 AM – 9:05 AM | Ballrooms 1 & 2 (4th Floor)

**Featured Speaker:** Mayor Jacob Frey, Minneapolis, MN



Minneapolis Mayor Jacob Frey grew up in northern Virginia. He went to the College of William and Mary in Williamsburg, Virginia on a track scholarship. After graduating with a degree in government, he began running professionally. At the same time, he attended law school at Villanova University in Philadelphia. That's when he came to Minneapolis to run the Twin Cities Marathon and fell in love with the city. The day after graduating, he drove 1,200 miles west, making Minneapolis his chosen home.

As an employment and civil rights attorney, Jacob became an active community organizer. In 2011, he led efforts to launch the Big Gay Race and raised over \$250,000 to help defeat a proposed amendment to define marriage as between a man and a woman. He also became involved in advocacy for those experiencing homelessness, helping tenants who lost their homes in North Minneapolis. In 2012, the City of Minneapolis gave Jacob its first Martin Luther King, Jr. Award for his civil rights work.

Voters elected Jacob to represent the Third Ward on the City Council in 2013. As a Council Member, he aimed to strengthen neighborhoods, promote growth, and support small businesses. He also sought full funding for affordable housing initiatives. Since voters elected Jacob as Mayor in 2017, he has championed an inclusive and progressive agenda. His administration has five main priorities: Increase access to affordable housing, strengthen community-police relations, tackle climate change, drive economic growth with inclusive policies, and provide good governance

Under his leadership, Minneapolis has made historic investments in affordable housing. It is now producing 8.5 times more deeply affordable housing than before he took office. The mayor launched Stable Homes Stable Schools, a program aimed at getting Minneapolis public students into housing or providing them with housing assistance. The program has now expanded to all elementary schools and helped thousands of students and their families.

Through several reforms and initiatives, Jacob has helped change the culture of the Minneapolis Police Department. He has improved accountability, officer wellness, and public safety policies. His work has led to updates in the department's body camera and use-of-force policies. It has also expanded the City's 24/7 crisis response system for behavioral crises.

On climate action, Jacob has helped position Minneapolis as a national leader. He created the Climate Legacy Initiative, a forward-thinking plan to reach the City's climate goals, reduce pollution, and become carbon neutral by 2050. Under the mayor's leadership, Minneapolis has met all its renewable energy goals for city-owned buildings. It has planted more trees, invested in green jobs, and supported rapid and electric transit. It has also saved residents and businesses hundreds of millions in energy costs.

To help bridge the city's racial disparities, Jacob has driven initiatives to accelerate economic growth and support communities that have been historically underserved. He worked with the City Council to establish seven Cultural Districts, targeting investment in these areas, and created the first-of-its-kind Ownership and Opportunity Fund to support entrepreneurs of color and address the long-standing impacts of disinvestment in specific neighborhoods. He has led several initiatives to revitalize downtown. They achieved some of the nation's best post-pandemic recovery numbers.

One of Jacob's proudest achievements is helping to lead a new government structure for Minneapolis.

It is the first of its kind in 100 years. In 2021, residents voted to approve the new structure, and in October 2022, the mayor signed it into law. This new structure meets the City's evolving needs. It boosts efficiency, communication, and service delivery to residents and businesses. Jacob lives in Northeast Minneapolis with his wife, Sarah, and their daughter, Frida.

## The Work of Police Reform and Accountability - Local Stakeholder Perspectives

Monday | General Session | 9:15 am – 10:45 am | Ballrooms 1 & 2 (4th Floor)

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This session will explore police reform and accountability efforts through the lens of local stakeholders, such as activists, attorneys, and journalists, in Minneapolis, MN. Panelists will share their perspectives and insights on the parallel and complementary work carried out alongside civilian oversight leading up to, in the immediate aftermath of, and in the years following the murder of George Floyd. The discussion will highlight the significant contributions of those outside formal oversight structures while also underscoring the reality that, although civilian oversight is a vital component of reform, transparency, and accountability, it cannot achieve lasting change in isolation. By bringing together diverse voices, this session will examine how collective action and collaboration strengthen reform efforts and advance meaningful public safety outcomes.

- Valerie Castile, CEO and President, Philando Castile Relief Foundation, Robbinsdale, MN
- Reginald Ferguson, Founder and CEO, Minnesota Agape Movement, Minneapolis, MN
- Randy Furst, Journalist (Retired), Minnesota Star Tribune, Minneapolis, MN
- KingDemetrius Pendleton, Photojournalist, Activist, and Founder of Listen Media USA, Minneapolis, MN
- Jeff Storms, Civil Rights Lawyer, Minneapolis, MN

## The Evolution of Oversight and Accountability in Minneapolis

Monday | General Session | 11:00 am – 12:30 pm | Ballrooms 1 & 2 (4th Floor)

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Building on the previous discussion, this session will examine the long history of oversight, policing, and accountability efforts in Minneapolis. Oversight practitioners, academics, and government officials will trace the evolution of policing practices and civilian oversight in the City, reflecting on the many iterations of oversight mechanisms, their varying levels of authority, and debates about their effectiveness. This conversation will highlight both the challenges and progress of oversight in Minneapolis, offering lessons learned and insights into how oversight continues to adapt to meet community needs and advance accountability.

- Russell Fujisawa, Associate Director, Office of Police Conduct Review, Minneapolis, MN
- Michael J. Lansing, Professor of History, Augsburg University, Minneapolis, MN
- Irina Vaynerman, Former Deputy Commissioner, Minnesota Department of Human Rights, Minneapolis, MN
- Yohuru Williams, Distinguished University Chair and Professor of History, Founding Director of the Racial Justice Initiative, University of St. Thomas, St. Paul, MN

## State Preemption of Local Civilian Oversight of Law Enforcement

### Fortification

Monday | Concurrent Session | 2:00 pm – 3:30 pm | Ballroom 3 (4th Floor)

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In 2024, the state of Florida prohibited local governments from vesting external civilian agencies with any authority regarding police and sheriff complaint, investigative, or disciplinary processes, leading to the dissolution of at least 15 civilian oversight entities. Though Florida's ban is the most successful attack against civilian oversight in decades, Florida is not alone among states that have restricted the ability of localities to establish and operate external agencies that help hold law enforcement accountable. This session will explore the legal basis for state restrictions, specifically the doctrines of home rule and state preemption; preemption legislation and its impact in Arizona, Florida, and Tennessee; and what, if anything, advocates for civilian oversight of law enforcement can do to stop or limit state preemption initiatives.

- Sharon Fairley, Professor from Practice, University of Chicago School of Law, Chicago, IL
- Florence Finkle, Consultant and Vice-President of NACOLE, New York, NY
- Jill Fitchard, Executive Director, Nashville Community Review Board, Nashville, TN
- Shannon Johanni, Director, Office of Accountability and Transparency, Phoenix, AZ
- John Quick, Partner, Weiss Serota Helfman Cole & Bierman PL, Miami, FL

## Surviving the Storm: Building and Rebuilding Correctional Oversight in the Face of Political Pressure

### Jail and Prison Oversight

Monday | Concurrent Session | 2:00 pm – 3:30 pm | St. Croix (6th Floor)

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Oversight entities often face existential threats – budget cuts, political opposition, institutional resistance – but their survival can be a matter of life and death for those behind bars. This session features the powerful, lived experiences of two correctional oversight bodies, Hawai'i and Minnesota, as they navigated extreme pressure to cease operations and emerged with valuable lessons in resilience.

The Hawai'i Correctional System Oversight Commission (HCSOC) will share how, despite being at risk of defunding and closure on two separate occasions, the Commission survived through broad-based stakeholder support. Panelists will detail the behind-the-scenes efforts that brought together corrections staff, incarcerated individuals and their families, unions, prosecutors, public defenders, advocates, and legislators to protect the Commission's role in promoting transparency and accountability in the state's troubled correctional system.

In contrast, the Minnesota Office of the Corrections Ombuds (OBFCCO) offers a sobering case study of an oversight body that was shut down. After the original office was defunded and closed in 2003, preventable deaths in custody catalyzed the long and difficult process of rebuilding oversight in the state. OBFCCO leadership and a former MN legislator will share insights into what it took to reestablish trust, gather political and community will, and recreate and launch an office that now serves as a critical watchdog for Minnesota's correctional facilities.

Together, these case studies offer critical guidance to oversight professionals, advocates, and public officials on how to prevent oversight collapse—and how to recover if it happens. This session will

present actionable tools and tested approaches for strengthening political and community alliances, navigating legislative processes under threat, messaging oversight value in times of opposition, rebuilding offices and momentum after forced closures; and advocating for the independence and durability of oversight institutions.

These stories of near-closure and revival are not just cautionary tales, but blueprints for institutional endurance. In a time when public scrutiny of correctional systems is high but political will is inconsistent, the survival of civilian oversight bodies is not guaranteed. Attendees will leave with practical guidance for ensuring oversight not only survives, but thrives.

- Christin Johnson, Oversight Coordinator, Hawai'i Correctional System Oversight Commission, Honolulu, HI
- Mark Kawika Patterson, Chair, Hawai'i Correctional System Oversight Commission, Honolulu, HI
- Carlos Mariani Rosa, Former Public Safety and Criminal Justice Reform Committee Chair, Minnesota House of Representatives, Minneapolis, MN
- Margaret Zadra, Ombudsperson, Minnesota Ombudsperson for Corrections, St. Paul, MN

## The Rise of Community-Police Mediation Programs: Valuable Insights Gained Through Networking

### Implementation

Monday | Concurrent Session | 2:00 pm – 3:30 pm | Ballroom 4 (4th Floor)

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As cities across the nation increasingly turn to mediation as a powerful tool for resolving conflict and building trust between communities and law enforcement, a growing network of program administrators is leading the charge.

This dynamic panel brings together leaders from Chicago, Phoenix, Washington, D.C., and Los Angeles—each offering a unique perspective on the challenges and triumphs of implementing community-police mediation programs in diverse urban landscapes.

Attendees will gain a behind-the-scenes look at how these programs are built, sustained, and adapted to meet the needs of their communities. The conversation will explore how mediation functions as an alternative dispute resolution model, the wide range of mandates and practices that shape these programs, and the critical role of community engagement in building credibility and buy-in from both residents and police departments.

Panelists will also delve into the complexities of administering mediation under consent decrees, including the role of Independent Monitors and strategies for managing compliance. The discussion will highlight compelling data from successful programs and offer candid reflections on the roadblocks, breakthroughs, and lessons learned along the way.

A special focus will be given to the human elements of mediation: who mediates, how mediators are selected, and the impact of using community-based versus professional mediators. The panel will also examine the implications of voluntary versus mandatory participation in mediation sessions.

This session promises to be both informative and inspiring, offering attendees a rare opportunity to hear directly from those shaping the future of community-police relations. The discussion will conclude with an open forum for audience questions, reflections, and shared insights—fostering a space for connection, learning, and collaboration.

- Daisha Muhammad, Director of Mediation, Civilian Office of Police Accountability, Chicago, IL
- Kate Otting, Director of Mediation, Office of Accountability and Transparency, Phoenix, AZ
- Shaphan Roberts, Adjunct Professor, Straus Institute for Dispute Resolution, Los Angeles, CA
- Chris Weber, Program Coordinator, Office of Police Complaints, Washington, DC

## Litigation and Oversight: Lessons From New York State

### Fortification

Monday | Concurrent Session | 3:45 pm – 5:15 pm | Ballroom 3 (4th Floor)

Attorneys who specialize in suing law enforcement and civilian oversight agencies share many similar goals: reducing police misconduct and promoting accountability when misconduct occurs. In the past decade, litigants in large scale cases have begun to include provisions regarding oversight, accountability, and transparency in settlement agreements. Courts enforcing consent decrees or court orders have encouraged monitoring teams to work cooperatively with oversight agencies. Over the course of post-litigation compliance review, the role and function of an oversight agency often play a major role, even when that agency did not play a substantial role in the litigation, or when its operations did not give rise to the claims in the case.

What role should litigation play in civilian oversight? What provisions in consent decrees are useful to oversight agencies and what provisions are not?

What do civil litigants know about the operation of oversight agencies, and what role can or should a civilian oversight agency play in a monitorship?

This panel will bring together participants in litigation and a monitorship in New York City and Long Island to discuss the interplay between the roles of litigators, monitors, departments, and oversight agencies. Last year, the Floyd monitor of the NYPD released a substantial report on the operation of the NYPD's disciplinary system. The report focused both on the internal operations of the NYPD and on the methods through which it shared information with and received information from the Civilian Complaint Review Board. Currently, the plaintiffs, the City, and the NYPD are engaged in a cooperative process designed to improve this system, including both NYPD and CCRB input. The panel will include Samah Sisay of the Center for Constitutional Rights, who represents the Floyd plaintiffs, and Richard Jerome, the Deputy Monitor of the NYPD.

On Long Island, LatinoJustice settled a long-standing racial profiling lawsuit against the Suffolk County Police Department in July 2023. As part of the settlement, the County agreed to increase the authority of the County Human Rights Commission to review and make recommendations on Internal Affairs investigations. The panel will also include Andrew Case from LatinoJustice, one of the litigants in the suit, and a member of the Suffolk County Human Rights Commission.

- Andrew Case, Supervising Counsel, LatinoJustice PRLDEF, New York, NY
- Michael Gennaco, Principal, OIR Group, Marina del Rey, CA
- Richard Jerome, Deputy Monitor for NYPD Stop and Frisk Cases, Washington, DC
- Samah Sisay, Staff Attorney, Center for Constitutional Rights, New York, NY
- Jean Zachariasiewicz, Principal, Accountability Matters, Washington DC

## De-escalation in a Custody Setting

### Jail and Prison Oversight

Monday | Concurrent Session | 3:45 pm – 5:15 pm | St. Croix (6th Floor)

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Panelists will briefly present on legal standards for the use of force in custodial environments, explaining that the 8th and 14th amendments control the use of force in custody, not the 4th as in patrol environments. They will emphasize that practitioners of oversight in custody environments must appreciate that legal standards represent a minimum threshold rather than best practices. The panel will highlight the Police Executive Research Forum's (PERF) report that enumerates the 30 best practices to promote a culture of de-escalation and discuss how they used lessons learned from the report while conducting use-of-force oversight, offering strategies to monitor use of force in custody, no matter the level of access.

The importance of sentinel event review (or root cause analysis, by another name) of force incidents within a custody setting will be addressed, with panelists highlighting strategies for oversight practitioners to promote a culture of de-escalation.

Finally, the panel will provide an internal perspective on de-escalation from the law enforcement side. Captain Joseph was instrumental in developing De-escalation and Verbal Resolution Training at the Los Angeles Sheriff's Department (LASD), which focuses on resolving potential force encounters verbally, particularly involving individuals experiencing mental illness. He will reflect on his tenure as Captain of LASD Training, during which he achieved over 90% training compliance despite challenges posed by consent decrees, staffing shortages, and budget limitations. His experience will inform oversight practitioners on where and how to apply influence to drive similar results within their jurisdictions.

- Mark Kawika Patterson, Chair, Hawai'i Correctional System Oversight Commission, Honolulu, HI
- Amarik Singh, Inspector General, State of California, Sacramento, CA

## Use of Force Principles: Twenty-three Core Elements to Ensuring an Effective Policy

### Implementation

Monday | Concurrent Session | 3:45 pm – 5:15 pm | Ballroom 4 (4th Floor)

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In 2020 the NACOLE Board of Directors established the Policy Development Committee to provide guidance to oversight practitioners on policies and procedures. Through a robust assessment of measures, policies, subject matter articles and studies, the Policy Development Committee developed twenty-three principles related to the writing of an effective Use of Force Policy. Panelists, who served on the Committee, will discuss the 18-month process and the work product. The discussion will be applicable to all aspects of oversight of law enforcement, inclusive of jails and prisons.

The panel does not propose the Use of Force policy as the only possible policy or final version. As many jurisdictions are different and laws vary from state to state, the panel will approach the discussion from "Core Use of Force Policy Principles," focusing on critical aspects that should be included to create an effective and sustainable policy. Speakers will present policy language related to core definitions, effective and transparent reporting, reasonableness of force, use of force to affect arrests,

sanctity of life, duty to intervene, clearly delineated use of force standards, among other related aspects.

One of the most challenging aspects of writing or reviewing policy is the identification of structure and language. The twenty- three principles formulated by the Committee will offer a baseline and serve as a reference point. It will help isolate specific areas for improvement, and opportunities and factors for change.

- Spyridon Kodellas, Senior Policy Analyst, Office of the Independent Monitor, Denver, CO
- Bart Logue, Ombuds, Office of the Police Ombuds, Spokane, WA
- George Perezvelez, Board Member, NACOLE, Bay Area, CA
- Bonycle Sokunbi, Independent Police Monitor, Office of the Police Oversight Monitor, Ft. Worth, TX

## Annual Conference Scholarship Fundraiser

Monday | 6:00 pm – 7:30 pm | Minnesota Room (6th Floor)

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Join us for an evening of fun and support at NACOLE's Annual Conference Scholarship fundraising event! Attendees will come together for bingo, prizes, and camaraderie—all while raising funds to expand access to NACOLE's annual conference through our scholarship program. This event promises an exciting and interactive way to connect with colleagues and contribute to NACOLE's mission of broadening participation in civilian oversight. Don't miss the chance to play, win, and give back!

## Tuesday, October 28th

### Board Candidate Meet and Greet

Tuesday | 7:30 am - 8:30 am | Moose Lake (4th Floor)

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Bring your coffee or tea to the Attendee Lounge (Moose Lake) and join the declared candidates for the NACOLE Board of Director. This year's elections will include the election of the president, vice-president, and three (3) at-large seats. Take advantage of this opportunity to get to know the candidates and have your questions answered before the NACOLE Annual Meeting and Elections on Wednesday morning.

## Leveraging Institutions and Organizations to Lead Reform in the Absence of Federal Oversight

### Fortification

Tuesday | General Session | 8:30 am – 10:00 am | Ballrooms 1 & 2 (4th Floor)

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With federal oversight of law enforcement and justice systems significantly diminished, state and local institutions are now being called upon to fill a critical and growing void. This session will examine

how state-level actors and independent oversight organizations are stepping into roles once dominated by the federal government, taking the lead in advancing police and justice reform. Presenters will share practical examples and strategic insights from across the oversight spectrum, including:

- How state attorneys general are initiating pattern-or-practice investigations in the absence of DOJ action.
- The expanding mandate and authority of state and local inspectors general to monitor and reform law enforcement and other justice agencies.
- Civilian oversight professionals building robust, community-informed systems of accountability without relying on federal support.
- Cross-sector collaborations and emerging institutional frameworks that serve as sustainable alternatives to federal intervention.

By centering efforts that are homegrown, locally driven, and structurally resilient, this session aims to chart a path forward for oversight professionals and reform advocates operating in a post-federal landscape. Attendees will gain tools, models, and inspiration for leading transformative change from the ground up.

- Shon Barnes, Ph.D., Chief, Seattle Police Department, Seattle, WA
- Mummi Ibrahim, Independent Policing Auditor, Arlington County, VA
- Rebecca Lucero, Commissioner, Minnesota Department of Human Rights, St. Paul, MN
- Brian O'Hara, Police Chief, Minneapolis Police Department, Minneapolis, MN
- Marcia Thompson, Professor and Civil Rights Attorney, Aurora University, Aurora, IL
- Arlinda Westbrook, Community Engagement and Accountability Expert, Effective Law Enforcement for All (ELEFA), Minneapolis, MN

## The Politics of Oversight: Navigating Resistance, Reform, and Relationships

### Fortification

Tuesday | Concurrent Session | 10:30 am – 12:00 pm | Ballroom 3 (4th Floor)

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Police oversight is never just about policies and procedures—it is deeply political. The push for reform often faces resistance from law enforcement agencies, unions, elected officials, and even segments of the public. Maryland's repeal of the Law Enforcement Officers' Bill of Rights (LEOBR) made national headlines, but the real work began in local jurisdictions like Prince George's County, where officials had to navigate competing interests, skepticism, and political roadblocks to implement meaningful oversight.

This session will explore the political challenges of police oversight reform and how Prince George's County successfully built consensus among diverse stakeholders. By engaging police chiefs, community organizations, union leaders, and elected officials in collaborative discussions, the County was able to move forward with a strengthened civilian oversight process. Attendees will gain insight into how to anticipate and address resistance, build coalitions, and create oversight structures that balance accountability with stakeholder buy-in.

- Cynthia Bridgford, Inspector General and Director, Office of Integrity, Compliance, and Police Accountability, Prince George's County, MD
- Keenon James, Board Member, Police Accountability Board, Prince George's County, MD
- Isabel Williams, Program Manager, Administrative Charging Committee, Prince George's County, MD

## Accountability in Crisis: How Oversight Can Drive Solutions to Corrections Staffing Shortages

### Jail and Prison Oversight

Tuesday | Concurrent Session | 10:30 am – 12:00 pm | St. Croix (6th Floor)

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Correctional systems across the country are facing a severe workforce crisis, highlighting the inability to recruit and retain sufficient staff across security, medical, programming, and other vital roles. This shortage creates major consequences: extended lockdowns, interrupted medical care, diminished programming, and increased risk of harm for both incarcerated people and staff. Yet, while some harms are clearly driven by staffing shortages, others are wrongly excused by them. In many jurisdictions, “understaffing” has become a blanket justification for a wide range of systemic failures, some of which predate the staffing crisis altogether. Oversight bodies face the unique challenge of disentangling real consequences from convenient excuses and must determine how to effectively document, critique, and recommend reforms in this environment.

This session will explore how oversight entities can rise to that challenge by examining case studies from Pennsylvania, New York, and Hawaii. Each example highlights a distinct method of uncovering the truth behind the staffing narrative and proposing solutions grounded in the lived experiences of staff in the correctional facilities.

The Correctional Association of New York (CANY) is using data collected under the Freedom of Information Act to raise awareness of the scale of the staffing shortages and the use of Workers Compensation. These data sets are presented in dashboards on CANY's website and have informed the debate on drivers of operational challenges at individual facilities, institutional culture, and prison closures. They have also allowed CANY to contextualize its own monitoring data by comparing accounts from incarcerated people with administrative data on staff vacancies.

The Pennsylvania Prison Society (PPS) synthesized over 1,000 in-person interviews and hundreds of survey responses across multiple jurisdictions, using both qualitative and administrative data to show where understaffing caused harm—and where it was invoked to justify unjustifiable conditions.

The Hawai'i Correctional System Oversight Commission conducted a groundbreaking staff survey across eight facilities, achieving a 57% response rate. They brought the results back into facilities through “talk story” sessions with staff to co-create recommendations, building trust and improving leadership-staff communication in the process.

Together, these case studies offer actionable frameworks and replicable strategies for oversight practitioners. Following the presentations, panelists will facilitate a discussion with attendees to collectively explore ways to adapt these tools to different oversight mandates and institutional landscapes. This session goes beyond identifying the problem by providing oversight professionals with tools to analyze, document, and respond to a crisis that shows no sign of abating.

- Noah Barth, Director of Prison Monitoring, Pennsylvania Prison Society, Philadelphia, PA
- Christine Cook, Director of Data Strategy, Correctional Association of New York, Brooklyn, NY
- Christin Johnson, Oversight Coordinator, Hawaii Correctional System Oversight Commission, Honolulu, HI

## Maximizing Impact: Effective Outreach Strategies for Under-resourced Agencies

### Implementation

Tuesday | Concurrent Session | 10:30 am – 12:00 pm | Ballroom 4 (4th Floor)

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This workshop equips agencies to build trust and maximize impact with limited resources. Participants will learn to develop a strategic outreach and public education plan. This includes identifying and prioritizing key stakeholders, such as community organizations, elected officials, and media outlets, and understanding their diverse needs and expectations. The session will cover strategies for effectively engaging these stakeholders, even with limited staff and budgets, through methods like targeted communication, community meetings, and collaborative partnerships. We will also explore techniques for fostering transparency and accountability, including clear communication of agency processes, responsiveness to community concerns, and mechanisms for ongoing feedback.

After looking into structures and frameworks, a longer Q&A portion will allow organizations to share ideas that worked for them and ask for feedback on particular issues facing their community engagement efforts.

- Yojaira Alvarez, Senior Advisor, Citizen Complaint Review Board, New York, NY
- DeMica Cash, Community Engagement & Outreach Manager, Nashville Community Review Board, Nashville, TN

## Keynote Luncheon and Awards Ceremony

Tuesday | 12:00 - 1:45 pm | Ballrooms 1 & 2 (4th Floor)

**Featured Speaker:** Keith Ellison, Attorney General, State of Minnesota

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Keith Ellison was sworn in as Minnesota's 30th attorney general on January 7, 2019. As the People's Lawyer, Attorney General Ellison's job is to help Minnesotans afford their lives and live with dignity, safety, and respect. His guiding values are generosity and inclusion.

From 2007 to 2019, Keith Ellison represented Minnesota's 5th Congressional District in the U.S. House of Representatives, where he championed consumer, worker, environmental, and civil- and human-rights protections for Minnesotans. He served for 12 years on the House Financial Services Committee, where he helped oversee the financial services industry, the housing industry, and Wall Street, among others. Among his legislative accomplishments are passing provisions to protect credit-card holders from abusive practices and protect the rights of renters and tenants. While in Congress, he founded the Congressional Antitrust Caucus and the Congressional Consumer Justice Caucus. He also served as co-chair of the Congressional

Progressive Caucus, which he helped build to more than 100 members.

Before being elected to Congress, Attorney General Ellison served four years in the Minnesota House of Representatives. Prior to entering elective office, he spent 16 years as an attorney specializing in civil-rights and defense law, including five years as executive director of the Legal Rights Center. As the leader of this public-interest law firm, he oversaw a team of attorneys focused on delivering justice for Minnesotans who had nowhere else to turn. He was also a noted community activist.

Attorney General Ellison received his law degree from the University of Minnesota Law School in 1990. He is the proud father of four adult children: Isaiah, Jeremiah, Elijah, and Amirah. He is the first African American and the first Muslim American to be elected to statewide office in Minnesota.

## Conducting Oversight Over Juvenile Detention Facilities and Probation—A Community-Based Approach

### Jail and Prison Oversight

Tuesday | Concurrent Session | 2:00 pm – 3:30 pm | St Croix (6th Floor)

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Los Angeles County, with the largest Probation Department in the country, formed a civilian oversight body in 2021 to oversee the Department and promote reform in an organization plagued by issues impacting public trust including multiple lawsuits for misconduct and operational deficiencies, a settlement agreement with the California Department of Justice, and multiple findings of "unsuitability to house youth" at its juvenile facilities.

The Probation Oversight Commission ("POC") was charged with improving transparency and accountability and guiding reform in support of the Board of Supervisors' visions of "Youth Justice Reimagined" and "Care First, Jails Last." The POC is comprised of nine members, appointed by the Board of Supervisors, and supported by a staff of eight people. The commissioners represent the diverse stakeholders of the county who all bring extraordinary expertise to the table, including people with lived experience in the justice system, defense attorneys, academics, service providers, and retired law enforcement. The POC conducts inspections of Probation's juvenile facilities, undertakes research and shares reports about data analysis and best practices, and most importantly provides safe, open, and educational spaces for stakeholders to engage with these topics in open meetings, town halls, and educational forums.

The session will provide participants insight into:

- How to launch a civilian oversight commission over a Probation Department
- Inspecting Juvenile Facilities – how, why, and what to watch out for
- Genuine Community Engagement – how to use social media, email, and in-person interactions to build an audience, strengthen influence, and stay true to core values
- Building trust and building bridges with community members, advocates, labor, and partner agencies
- Challenges interacting with an agency in constant crisis

The panel consists of the Executive Director who launched the commission and a commissioner with outstanding strengths in bridging the gap between the Probation Department, the people impacted by the Department, and the decision-makers. Panelists will share their insights into how the POC oversees its successful outreach and engagement strategies that have resulted in tremendous success in meeting attendance, public comments, and report and email "opens." They will also discuss

their challenges and recommendations when it comes to developing genuine community trust and working diligently and collaboratively to improve the Probation Department.

- Wendelyn Julien, Executive Director, County of Los Angeles - Probation Oversight Commission, Los Angeles, CA
- Eduardo Mundo, Commissioner, County of Los Angeles - Probation Oversight Commission, Los Angeles, CA
- Tyrique Shipp, Commissioner, County of Los Angeles - Probation Oversight Commission, Los Angeles, CA

## Power of the Hashtag: Social Media in Policing and Oversight

### Implementation

Tuesday | Concurrent Session | 2:00 pm – 3:30 pm | Ballroom 4 (4th Floor)

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Social media, including Instagram, X, Reddit, and TikTok, can be a great tool in reaching your community and sharing and receiving vital public safety and misconduct information; but the advantage goes to those who know how to tap these platforms, use them responsibly, sift through the information, and capitalize on the opportunities they provide our oversight work. This session will focus on five parts:

#### *#WaitWhat: Learn the Terms, Understand the Platforms, Get Access*

Panelists will start the session by explaining the differences between select social media platforms, the basics on how to navigate them, and terminology.

#### *#CivilianOversight: How Oversight Offices Can Utilize Social Media to Reach and Mobilize the Community Around Oversight and Showcase Relevant Work Fast*

From posts calling for witness accounts or video footage to surveys asking about police interactions—social media is an informative tool for oversight work happening now. Social media is also a necessary monitoring tool since it can be the first medium where misconduct is posted and shared in a community.

#### *#Police: How Police Departments Can Utilize Social Media to Investigate Misconduct, Share Public Safety Information, and Control the Image of Their Department*

Police departments can utilize social media to quickly share relevant public safety information regarding emergencies, communicate directly with the public without the filter of the media, and control the narrative of a struggling department. While social media is a valuable tool for a department to control its image, it's also a great window into a police department's culture.

#### *#Community: How the Community Utilizes Social Media to Blast Police Misconduct, Record Wrongdoing, and Mobilize Around Policing Issues that Matter...and Why You Want to Be a Part of It*

Collect valuable narratives directly from those most impacted by police departments and become part of the story through social media engagement.

#### *#Fakenews: Navigating the Challenges of Social Media in Policing and Oversight from Misinformation to Trolls*

Hear a candid discussion on the legal realities of social media including how to respect confidentiality, what and when to share, and how to be a responsible steward of information on social media.

Social media is a great equalizer—everyone can have a voice—but it makes for a loud and chaotic environment. This session is packed with practical insight into these platforms and how you, too, can harness the power of the hashtag and beyond.

- Stella Cziment, Independent Police Monitor, Office of the Independent Police Monitor, New Orleans, LA
- Bonycle Sokunbi, Independent Police Monitor, Office of the Police Oversight Monitor, Fort Worth, TX

## **Discussion Forum: From Complaints to Conversations: Building a National Network for Community-Police Mediation**

Tuesday | 2:00 pm – 3:30 pm | Deer Lake (4th Floor)

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Across the country, a quiet but powerful shift is taking place in civilian oversight as communities and police come together through mediation to repair relationships strained by negative interactions and to rebuild trust and understanding. Community-police mediation programs, now active in about a dozen U.S. cities, use facilitated conversation models that help participants move beyond defensiveness and disconnection toward empathy, accountability, and mutual respect.

What began as a few local initiatives has evolved into the early stages of a national network of program directors and practitioners who meet monthly and communicate regularly to exchange strategies, practical frameworks, templates, successes, and lessons learned. Some programs have operated successfully for more than 30 years, while others are just beginning to explore the possibility of launching community-police mediation in their own cities. Through these exchanges, participants have discovered how the uniqueness of each community — its history, relationships, and priorities — shapes its mediation program. There is no cookie-cutter approach; each city adapts the model to fit local needs while learning from one another to strengthen and refine their work.

This forum is meant to be an open dialogue that builds on the collective energy of this informal network and explores possibilities for formalizing and expanding it into a sustainable national community-police mediation network. It will be facilitated by Kate Otting, Director of Mediation, City of Phoenix Office of Accountability and Transparency.

## **Discussion Forum: ICE and Oversight**

Tuesday | 2:00 pm – 3:30 pm | Ballroom 3 (4th Floor)

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Immigration and Customs Enforcement has increased its activity nationally. News reports and video have at times revealed ICE interacting with community members in ways that civilian oversight bodies often review. The local legal landscape can require police to work in tandem with ICE, or may restrict them from doing so. Complicating matters, a presidential executive order directs the U.S. Department of Justice to consider criminal and civil actions against local officials if they do not facilitate ICE operations.

NACOLE is hosting an open discussion/forum for oversight practitioners to share views from the ground:

- Are you receiving complaints of misconduct from ICE operations? How do you handle, track, and/or refer them?
- What issues have arisen regarding local officers under your jurisdiction in the context of assisting ICE?
- Does the law enforcement agency you oversee have a cooperation agreement with ICE? Does it ban information sharing about immigration status?
- Are you seeing tension around the question of whether and how local agencies support or cooperate with ICE?

Bring your questions and concerns to share!

This forum will be facilitated by Barbara Attard, Police Accountability Consultant and Former NACOLE President, and Daniel Bodah, Senior Program Associate at the Vera Institute of Justice.

## Doing Oversight After Doing Time: How Lived Experience is Reshaping Correctional Oversight Offices

### Jail and Prison Oversight

Tuesday | Concurrent Session | 3:45 pm – 5:15 pm | St. Croix (6th Floor)

A person can be an "expert" for purposes of jail and prison oversight because they have years of relevant work experience, a graduate degree, or extensive knowledge of a specific subject matter. Or they could be an "expert" because they've experienced the living conditions and correctional practices first-hand as a formerly incarcerated person. This session will explore the idea of correctional oversight offices hiring people with lived experience and will feature a moderator and panelists who have transitioned from incarceration to oversight. Panelists will discuss whether hiring formerly incarcerated staff members impacts the office's credibility with the incarcerated population and the Department of Corrections. Staff members with lived experience will give tangible examples of times when their understanding of the history or impact of a correctional practice (e.g., room searches, disciplinary hearings, medical appointments) influenced the oversight office's approach to the topic. The session will confront potential risks and ethical concerns when formerly incarcerated people are elevated to an oversight role: How jail and prison administrators might feel about it, and how the leaders of an oversight office can address and manage these concerns. We'll have an honest discussion about whether and when people with lived experience should disclose that information when they're acting in an oversight role, what the boundaries look like between relating to a currently incarcerated person as a peer versus as an authority figure, and what managers in oversight offices need to know about supporting staff members with lived experience. Panelists will also talk about navigating relationships with coworkers, avoiding burnout, and setting boundaries if/when the job starts to feel re-traumatizing.

- Theresa Katzmark, Investigator Specialist, MN Office of the Ombuds for Corrections, St. Paul, MN
- Ronald Pierce, Deputy Ombudsman, New Jersey Office of the Corrections Ombudsperson, Trenton, NJ
- Tee Ramdeo, Monitoring Specialist, Correctional Association of New York, Brooklyn, NY
- Kimmy Takata, Reentry Oversight Specialist, Hawaii Correctional System Oversight Commission, Honolulu, HI
- Louie Torres, Administrative Analyst, NJ Office of the Corrections Ombudsperson, Trenton, NJ

## Discussion Forum: Data Working Group

Tuesday | 2:00 pm – 3:30 pm | Deer Lake (4th Floor)

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Many oversight agencies are expanding their data work and capacity yet approaches remain fragmented. This open forum is for analysts, researchers, administrators and leaders who collect, manage, and report oversight data. During this forum the goal is to discuss practical tactics and discuss standards for common data definitions and taxonomies (allegations, findings, discipline, etc.), data governance and sharing, privacy/CJIS/security, data quality, equity and community impact metrics, as well as practical reporting and dashboards for the public. Bring your questions, pain points, and examples, the goal is to identify common needs and help shape priorities for ongoing collaboration.

The discussion will be facilitated by Allison Teti, Senior Data Analyst, Citizens Police Oversight Commission, Philadelphia.

## Discussion Forum: Legal Working Group

Tuesday | 2:00 pm – 3:30 pm | Elk Lake (4th Floor)

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Join the conversation about legal issues facing civilian oversight agencies around the country. All are welcome, but the conversation may be most useful for legal professionals in the oversight space. We will be discussing significant legal issues, such as investigative authority, legally compliant investigations, legal challenges by police unions, state preemption of local oversight, and arbitration. This is a kickoff meeting, so we'll embrace the power of networking and gauge interest in building future collaboration efforts, such as sharing briefs and model policies.

The discussion will be facilitated by Catherine Twigg, General Counsel, Citizens Police Oversight Commission, Philadelphia.

## Discussion Forum: The Missing Link in Accountability: Using AI to Understand Why Misconduct Happens

Tuesday | 2:00 pm – 3:30 pm | Ballroom 3 (4th Floor)

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In the world of civilian oversight, it's easy to get overwhelmed by data—incident reports, complaint volumes, use-of-force statistics, performance evaluations. While these metrics tell us what happened, they rarely reveal why. Without clarity on the deeper drivers of misconduct, morale breakdowns, or compliance failures, even the most committed oversight efforts risk staying reactive and surface-level.

This forum introduces a powerful, human-centered application of artificial intelligence that helps executive leaders in oversight and public safety uncover the invisible dynamics that erode performance, accountability, and public trust. Participants will learn how to use anonymized behavioral data and predictive analytics to reveal communication breakdowns between leadership and frontline staff; early warning signs of burnout, disengagement, and low morale; leadership blind spots that enable subcultures of noncompliance; and subtle behavior patterns that signal long-term cultural risk.

While traditional audits and complaints data offer retrospective snapshots, this approach offers

something different: a forward-looking diagnostic tool that helps to understand not just what's wrong, but why it keeps happening—and how to fix it from within. Through real-world case studies and interactive discussion, participants will explore how AI can elevate the practice of oversight and align internal culture with external accountability. This is not about replacing human judgment—it's about equipping oversight professionals with better visibility and earlier signals so they can intervene strategically, not just punitively.

Participants will walk away with a deeper understanding of how emotional intelligence, communication styles, and behavioral patterns shape organizational culture over time; insight into how AI and anonymized data can reveal actionable trends without breaching confidentiality or damaging trust; a practical roadmap for integrating culture diagnostics into audits, reviews, and oversight workflows; and a leadership-oriented framework for shifting from reactive discipline to proactive cultural transformation

This forum is especially relevant to executive directors, oversight agency leaders, and senior public safety officials who want to move beyond metrics and checklists and toward building high-trust, high-accountability organizations that prevent misconduct before it starts. The discussion will be facilitated by Julian Lewis, Co-Founder & CEO, Zella Life and Remy Meraz, Co-Founder & President, Zella Life.

## **New Member and First Time Attendee Gathering**

**Tuesday | 5:30 PM – 6:30 PM | Hotel Lobby Bar**

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NACOLE's Member Support and Advocacy committee will welcome new members and first-time attendees at the Hotel Lobby Bar at 5:30 pm. This is an informal opportunity to learn about what NACOLE has to offer and familiarize yourself with the events of the upcoming week.

## **Wednesday, October 29th**

### **NACOLE Annual Membership Meeting and Elections**

**Wednesday | 8:30 am - 10:00 am | Ballroom 3 (4th Floor)**

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Attend the annual membership meeting to learn more about the work of the NACOLE Board of Directors and staff. This meeting is for anyone interested in NACOLE and wanting to become more involved in the organization. Attendees will also have a chance to hear from this year's candidates for the Board of Directors.

### **The Broken Promise of Police Body-Worn Cameras and the Current State of Public Access**

#### **Considerations**

**Wednesday | Concurrent Session | 10:30 am – 12:00 pm | Ballroom 3 (4th Floor)**

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When body-worn cameras were introduced to the mainstream and rolled out across the country on

the heels of the Ferguson uprising, they promised greater public transparency and accountability of police. Yet, 10 years later, it appears this great promise has largely gone unfulfilled. Police departments, in most jurisdictions, control the management and release of Body-Worn Camera (BWC) recordings. Unsurprisingly, as uncovered by recent investigations by ProPublica, police departments have frequently resisted releasing relevant footage to the public concerning critical incidents, or do so with significant delays.

Despite some recent reporting on the issue, there is still a significant lack of understanding regarding how different states and municipalities handle access to BWC footage. This includes variations in policies for public disclosure, as well as the police agencies' actual behavior in processing public records requests. Understanding both the policies and actual practice of police agencies are crucial for holding agencies accountable to their own policy commitments and advocate for standardized policies that enhance transparency and accountability across jurisdictions.

Over the past year, Campaign Zero (CZ) has been investigating the policy landscape and reality of BWC disclosure across 30 law enforcement agencies across the US. Drawing from CZ's Mapping Police Violence, we reviewed hundreds of fatal counters with the police to assess the quality and accessibility of BWC footage and followed up on those incidents with public records requests for complete, unedited footage. In parallel, we have been reviewing body-worn camera policies at the state and department level corresponding to each fatal encounter analyzed.

In this session, we will discuss the historical context and the present-day policy failures surrounding the current implementation and governance of body-worn cameras. Further, we will share our data findings on the availability of police body-worn camera footage, or the varied lack thereof, which suggest that body-worn cameras have failed to serve their intended purpose of improving public transparency and accountability of police. Finally, we will offer some police recommendations for ensuring body-worn cameras are better able to serve community interests.

- Yojaira Alvarez, Senior Advisor, Civilian Complaint Review Board, New York, NY
- Jeff Lamson, Campaign Analyst, Campaign Zero, Boston, MA
- Elijah Salisbury, Research & Campaign Manager, Campaign Zero, New York, NY

## Critical Incidents, Crowds, and Constitutional Rights: Conducting After-Action Reviews in a Changing Landscape

### Implementation

Wednesday | Concurrent Session | 10:30 am – 12:00 pm | Ballrooms 1 & 2 (4th Floor)

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Since 2020, people have taken to streets, businesses, and college campuses to protest police brutality, American investment/involvement in geopolitical conflicts, and political figures. Attendees of mass gatherings have changed—some bring their children and some attend dressed in paramilitary tactical gear. These events can be recorded in an entirely different way—beyond just police body camera footage and news cameras—as livestreaming on various social platforms has become more prevalent. Public opinion of protesting, policing, and political expression adds another layer of complexity to how mass gatherings are policed. All of these factors taken together have necessitated a change in how police departments respond to such events. This dynamic makes transparency and accountability even more relevant and makes the work of police oversight more complex and essential than ever.

Speaking to the conference theme, “Reckoning and Resilience in the Post-George Floyd Era,” panelists from Chicago, Seattle, and Minneapolis will discuss police response to mass gatherings in 2020, after-action review and accountability, and assessing progress on reform for police response to mass gatherings. The session will address methodological approaches for addressing some of the challenges associated with such reviews of police response to mass gathering events, as well as the actual intra-agency coordination and mechanics of producing reports in response to urgent and developing events.

- Michelle Gross, President, Communities United Against Police Brutality, Minneapolis, MN
- Alyssa Perez-Morrison, Policy Supervisor, Office of Inspector General for Public Safety, Seattle, WA
- Dana Westley, Chief Performance Analyst, Office of Inspector General, Chicago, IL
- Joann Wong, Senior Performance Analyst, Office of Inspector General, Chicago, IL

## Strengthening Oversight Through Collaboration: Insights from Spokane, WA, and Boulder, CO

### Collaboration

Wednesday | Concurrent Session | 10:30 am – 12:00 pm | St. Croix (6th Floor)

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This session will be especially relevant to oversight professionals and board members seeking to navigate resistance, leverage leadership changes, and foster accountability without compromising independence, and those who are facing difficulty building trust or traction with the agencies they monitor. Panelists from Spokane and Boulder will offer a candid look at how entrenched dynamics can begin to evolve when leadership aligns around shared goals of transparency, accountability, and community-centered reform. Attendees will leave with practical tools to strengthen oversight’s role in shaping equitable, community-centered policing.

Spokane—The oversight relationship between the Office of the Police Ombuds and the Spokane Police Department spans more than two decades—marked by periods of tension, resistance, and institutional inertia. While the Ombuds office has long been empowered to issue recommendations, these were historically met with limited engagement and, at times, outright dismissal. That dynamic, however, has begun to shift. Under the leadership of Chief Kevin Hall, the department has demonstrated a new willingness to engage in constructive dialogue and meaningful collaboration. Together, Chief Hall and Ombuds Bart Logue have worked to address longstanding issues—ranging from internal affairs, review boards, and administrative processes to de-escalation practices, use-of-force policy updates, and the broader culture of policing in Spokane.

Boulder—In 2023, Boulder’s police oversight system faced a crisis—its community-based Panel went on strike, the city lacked a permanent Independent Police Monitor, and the Police Chief position became vacant. Oversight and policing were at odds, and public trust was fragile. Yet within two years, Boulder transformed its oversight landscape into one of mutual respect and influence. Panelists will explore how intentional collaboration, shared goals, and strategic engagement helped shift a high-tension environment into a productive partnership between oversight and law enforcement. Results include an updated ordinance, public dashboards and policy review. Attendees will also learn how a single community inquiry to oversight sparked multiple initiatives within the Boulder Police Department.

- Sherry Daun, Independent Police Monitor, Office of the Independent Monitor, Boulder, CO
- Maria Soledad Diaz, Co-Chair, Police Oversight Panel, Boulder, CO

- Kevin Hall, Chief of Police, City of Spokane, Spokane, WA
- Bart Logue, Ombuds, Office of the Police Ombuds, Spokane, WA

## AI in Law Enforcement & Civilian Oversight of Law Enforcement: Risks, Challenges, and Accountability

### Considerations

Wednesday | Concurrent Session | 1:30 pm – 3:00 pm | Ballroom 3 (4th Floor)

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Artificial Intelligence (AI) is transforming law enforcement practices, from predictive policing and facial recognition to automated decision-making in investigations. While AI offers efficiencies, it also raises significant concerns regarding bias, accountability, and civil rights.

This session will explore how AI is deployed in law enforcement, the risks it poses, including racial bias, privacy concerns, and due process violations, as well as the challenges that oversight bodies face in regulating its use. Experts will discuss emerging best practices for civilian oversight, including transparency requirements, independent audits, and legal frameworks that protect communities from potential misuse of AI-driven tools.

Through case studies and policy recommendations, attendees will gain practical knowledge on how to evaluate AI technologies in policing, develop oversight mechanisms, and advocate for policies that ensure AI enhances public safety without undermining civil liberties.

- Nicole Armstrong, Chief Operating and Financial Officer, Department of Police Accountability, Washington, DC
- Sabih Khan, Global Industry Strategy and GTM Lead for Public Safety and Justice, Salesforce, Chicago, IL
- Peter Scripps, Privacy Counsel, Axon, Scottsdale, AZ
- Sean Walton, Member, Ethics and Equity Advisory Council, Axon, Columbus, OH

## Audit Principles to Build Credibility and Legitimacy in Civilian Oversight

### Implementation

Wednesday | Concurrent Session | 1:30 pm – 3:00 pm | Ballrooms 1 & 2 (4th Floor)

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Presenters from the City of Chicago Office of Inspector General and the Louisville Office of Inspector General will discuss practical audit principles that help to establish credibility and legitimacy for civilian oversight entities. For civilian oversight entities, establishing legitimacy with the public and the police is imperative for making effective recommendations for reform. Civilian oversight bodies can leverage standards and principles from the audit world to establish relationships with law enforcement agencies, ground analysis in best practices and standard procedures, and ensure the fairness, consistency, and objectivity of reported results.

The panel will discuss practical strategies for soliciting community feedback to ensure audit topics reflect the interest and values of the public; how to engage with the audited agency before, during, and after the audit or review to align understandings and provide space for agency input; approaches for fieldwork and analyses that build credibility by utilizing the department's subject matter experts; and standards for reporting audit findings that ensure the quality of results and establish the legitimacy your civilian oversight body's work with the public and the reviewed law enforcement agency.

- Edward Harness, Inspector General, Office of the Inspector General, Louisville, KY
- Dana Westley, Chief Performance Analyst, Office of Inspector General, Chicago, IL
- Joann Wong, Senior Performance Analyst, Office of Inspector General, Chicago, IL

## Turning Challenges into Opportunities

### Collaboration

Wednesday | Concurrent Session | 1:30 pm – 3:00 pm | St. Croix (6th Floor)

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This panel will discuss the experiences of oversight entities in two cities, Philadelphia and Rochester, with turning their challenges into opportunities. Trust, mistrust, media scrutiny, community and institutional trauma, and reconciliation are among the issues that will be addressed.

**Philadelphia**—One of the primary reasons civilian oversight agencies exist is to work to improve community-police relations. Trust is typically not freely given and must be earned through consistent and intentional engagement and the desire to learn about community members' experiences that may differ from one's own. It can be extremely challenging to have conversations around topics that are heavy and complex. However, true reconciliation and understanding cannot happen without first confronting and acknowledging mistrust. This requires empathy, compassion, and a strong desire to amplify the voices of black and brown communities, LGBTQIA+, the disabled, neurodiverse residents and those who may be undocumented or returning citizens after incarceration.

**Rochester**—In February 2025, the Rochester Police Accountability Board hosted a powerful community forum titled "How Many More? A Call for Change, Action, and Accountability." This event followed the tragic death of Robert Brooks while in custody and served as a catalyst for a citywide reckoning. The session drew over 130 in-person attendees, 500+ livestream viewers, and partnerships with over a dozen community organizations.

Panelists will spotlight how a civilian oversight body—when grounded in collaboration and transparency—can transform a crisis into an opportunity for community healing, civic participation, and actionable reform. They will walk attendees through how the Police Accountability Board convened impacted families, youth artists, union representatives, faith-based leaders, and government officials to center public testimony, elevate personal stories, and connect systemic failures with solutions.

Speakers will share behind-the-scenes strategies, challenges, and successes of organizing the forum, moderating emotionally intense public dialogue, and using post-event data to inform policy recommendations. They will also unpack how social media impressions, youth engagement, and diverse partnerships contributed to rebuilding public trust. Participants will leave with replicable tools for planning trauma-informed public forums after critical incidents, engaging resistant stakeholders in shared solution-making, and using collective memory as a foundation for legislative advocacy and systemic change.

- Taleah Grimmage, Director of Outreach and Constituent Services, Citizens Police Oversight Commission, Philadelphia, PA
- Tonya McClary, Executive Director, Citizens Police Oversight Commission, Philadelphia, PA
- Brianna Milon, Communications Manager, Police Accountability Board, Rochester, NY
- Lesli Myers-Small, Executive Director, Police Accountability Board, Rochester, NY

- Brittaney Wells, Director of Public Affairs and Community Engagement, Police Accountability Board, Rochester, NY

## Officer Created Jeopardy and How it Results in Deadly Force Incidents Considerations

Wednesday | Concurrent Session | 3:30 pm – 5:00 pm | Ballroom 3 (4th Floor)

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Officer created jeopardy consists of officer decisions in the lead up to a deadly force incident in which officers intentionally or recklessly place themselves in positions of peril resulting in an officer involved shooting. The textbook example of such officer-created jeopardy is when a peace officer moves directly into the path of an oncoming moving vehicle resulting in the use of deadly force. The session will explore other law enforcement decision making that also creates jeopardy for officers and increases the likelihood of a resulting deadly force incident in direct contrast to the recent emphasis on de-escalation strategies intended to reduce the likelihood of deadly force. The session will examine the role of civilian oversight when considering the impact of officer created jeopardy in the context of a deadly force review and the potential legal and practical challenges to its consideration in the criminal, civil, and administrative arenas.

- John Alden, Director, Independent Office of Law Enforcement Review and Outreach, Sonoma County, CA
- Michael Gennaco, Principal, OIR Group, Playa del Rey, CA
- Django Sibley, Executive Director, Los Angeles Police Commission, Los Angeles, CA

## How Civilian Oversight Authorities Can Shape Surveillance Accountability in Public Safety

### Implementation

Wednesday | Concurrent Session | 3:30 pm – 5:00 pm | Ballrooms 1 & 2 (4th Floor)

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As surveillance technologies and services like automated license plate readers, unmanned aerial drones, gunshot detection technologies, and real-time video networks become more deeply embedded in local public safety systems and intersect with facial recognition technologies and A.I., communities face urgent questions:

Who decides how these surveillance tools are purchased, acquired, and used—and who ensures they are held accountable?

This panel discussion will explore how civilian oversight authorities can play proactive and powerful roles in shaping and implementing the policies and laws that govern surveillance technologies and services and their intersections with facial recognition technologies and A.I. for public safety purposes. Featuring local civilian oversight leaders from Nashville's Community Review Board (NCRB) and Grand Rapids' Office of Oversight and Public Accountability (OPA)—alongside a national voice from the Electronic Frontier Foundation (EFF)—this session will highlight models of collaboration among civilian oversight authorities, lawmakers, and community members to ensure democratic control over surveillance in the name of public safety.

Panelists will present real-world strategies for:

- Data collection, analysis, and public reporting on police surveillance tools
- Structuring public input and complaint processes
- Auditing surveillance use and ensuring compliance
- Shaping legislation and administrative policies that establish guardrails
- Using national investigative tools to inform local efforts

Attendees will gain insight into how civilian oversight authorities can transform data into policy, ensure transparency, and challenge harmful surveillance practices through legislation, audits, and community collaboration.

- Brandon Davis, Managing Director, Office of Public Accountability (OPA) and the Office of Equity and Engagement (OEE), Grand Rapids, MI
- Jill Fitchard, Executive Director, Nashville Community Review Board, Nashville, TN
- Beryl Lipton, Senior Investigative Researcher, Electronic Frontier Foundation, New York, NY
- Carlton Mayers II, CEO, Founder and Owner, Mayers Strategic Solutions, Chicago, IL

## Because Kids Are Not Just Miniature Adults: Supporting Community Oversight and Accountability of Law Enforcement Treatment of Youth Collaboration

Wednesday | Concurrent Session | 3:30 pm – 5:00 pm | St. Croix

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This session will address important issues in police-youth interactions, including investigative stops and frisks, Miranda warnings, waiver of rights, youth interrogations, and use of force with youth. Presenters for this session are from Strategies for Youth (SFY), a national nonprofit training and policy organization dedicated to ensuring best outcomes for youth interacting with law enforcement, and Communities United Against Police Brutality (CUAPB), a Twin-Cities- based organization that was created to address police brutality and that has been deeply involved in advocacy concerning the Minneapolis Police Department (MPD) since 2000.

Presenters will provide an overview of key legal precedent and social science research supporting the need for law enforcement agencies and officers to treat youth differently than they would adults. Among other things, presenters will explain how youth perceive police encounters, and how youth trauma and immaturity shape youths' reactions to law enforcement. Presenters will address how the use of youth-specific law enforcement policies and standards is essential to protect youth rights, keep youth safe, provide officers with support in these encounters, and hold officers accountable.

Presenters will describe how CUAPB has advocated for youth and other vulnerable populations in the State of Minnesota and through the Minnesota Department of Human Rights and U.S. Department of Justice investigations of the MPD, including through publicizing and analyzing the results of these investigations, filing briefs about state and federal court consent decrees to reform the MPD, providing extensive information about community experiences with law enforcement, encouraging the public to participate in public meetings and other fora to make the community's views known to MPD, and analyzing revised MPD policies.

Presenters will also discuss how developmentally appropriate, trauma-informed and equitable youth policing policies can be a tool for monitors and for civilian oversight organizations engaged in collaborative agreements and consent decrees. Presenters will explain how policies can assist oversight organizations when they are called upon to review complaints about law enforcement

treatment of youth, examine law enforcement practices, or provide input on how law enforcement can improve its relationships with youth and their families.

Presenters will explain how SFY's recently developed model policies on youth interactions can aid civilian oversight in asking the right questions of law enforcement, incorporating community perspectives, and advocating for policy and practice reforms.

- Michelle Gross, President, Communities United Against Police Brutality, Minneapolis, MN
- Shelley Jackson, Law Enforcement Policies Attorney, Strategies for Youth, Cambridge, MA

## Sankofa Reception

Wednesday | 6:30 pm – 9:00 pm | Atrium (4th Floor)

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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 tradition to honor those who have helped NACOLE and civilian oversight of law enforcement get to where it is today and lift up those who will lead it into the future.

## Thursday, October 30th

### Knowledge is Power: Using Research to Transform Oversight and Public Safety

Collaboration

Thursday | General Session | 8:30 am – 10:00 am | Ballrooms 1 & 2 (4th Floor)

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In the wake of the George Floyd protests, cities and communities across the country moved swiftly to establish or expand civilian oversight agencies. While the public demand for accountability was clear, the path forward for meaningful, institutionalized change often remains clouded by political resistance, limited resources, and deeply rooted skepticism. This session asks: How can oversight professionals use empirical research to strengthen their work, make policy recommendations, and engage with stakeholders more effectively?

Moderated by Dr. Hansel Aguilar, Director of Police Accountability for the City of Berkeley, CA, this panel brings together leading voices at the intersection of research and practice to explore how oversight agencies—whether new or well-established—can use empirical tools and evidence-based strategies to improve their effectiveness and credibility.

The session will cover how oversight bodies can:

- Design and structure oversight systems informed by research on legitimacy and accountability
- Conduct policy reviews and evaluate practices using frameworks like the Evidence-Based Policing Matrix
- Refine internal protocols such as complaint intake and review processes through evidence-informed strategies
- Push back against status-quo policing models using vetted research and peer-reviewed findings
- Translate complex research into accessible language for elected officials, the media, and the public

Panelists will demonstrate how empirical research supports oversight in both foundational and advanced stages—whether building trust, making recommendations, or advocating for reform. Tools such as institutional accountability frameworks and the Evidence-Based Policing Matrix will be discussed as critical assets that help oversight agencies build credibility, sharpen strategy, and sustain long-term impact.

- Hansel Aguilar, Director of Police Accountability, Office of the Director of Police Accountability, Berkeley, CA
- Mir Usman Ali, Assistant Professor, University of Maryland-Baltimore County, Baltimore, MD
- Marisol Cantu, Professor of English as a Second Language, Contra Costa College, Richmond, CA
- Cody Telep, Associate Professor and Associate Director, School of Criminology and Criminal Justice, Arizona State University, Phoenix, AZ

## A Path to Trust: Addressing Performative Engagement and Building Authentic Relationships

### Collaboration

Thursday | General Session | 10:15 am – 11:45 am | Ballrooms 1 & 2 (4th Floor)

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Civilian oversight is often presented as a bridge between communities and public institutions, yet too often, engagement efforts remain surface-level, performative, or rooted in institutional agendas. This session invites participants to critically examine the difference between symbolic gestures and authentic power-sharing in community engagement. It centers the question: What does it truly mean to build trust with communities who have been historically harmed by policing and correctional systems?

This interactive panel will explore real-world practices and frameworks that move oversight beyond outreach and into co-creation. Presenters will share lessons learned from their work supporting municipalities through the Reducing Harm Through Collaborative Solutions Initiative, a multi-year, equity-focused effort to reimagine public safety through authentic community partnership, technical assistance, and racial justice strategies.

Participants will learn how to identify signs of performative engagement and recognize when institutional behaviors are eroding, rather than building, community trust. The session will outline strategies for shifting from transactional to relational approaches that emphasize transparency, accountability, and mutual respect. Presenters will discuss methods for integrating community voice

into oversight structures, including the use of community-led data collection, trauma-informed facilitation, equity audits, and grassroots partnerships.

This session is grounded in an equity framework and centers the voices and experiences of Black, Indigenous, and People of Color (BIPOC) communities. Presenters will also address the internal dynamics that often complicate trust-building efforts, including power imbalances, institutional resistance, and community fatigue from repeated, unfulfilled promises.

Participants will leave with practical tools and guiding questions for assessing the quality of their stakeholder engagement efforts, strengthening legitimacy, and supporting sustainable, community-centered oversight practices.

- Marika Reese, Executive Director, Ubuntu, St. Paul, MN
  - Raj Sethuraju, Professor, Metro State University, St. Paul, MN
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