

**BUILDING PUBLIC TRUST:
GENERATING EVIDENCE TO
ENHANCE POLICE
ACCOUNTABILITY & LEGITIMACY**

2nd Annual NACOLE Academic Symposium

April 22, 2016

**John Jay College of Criminal Justice
New York, New York**



Building Public Trust: Generating Evidence to Enhance Police Accountability & Legitimacy

2nd Annual NACOLE Academic Symposium



AGENDA

8:00 a.m. – 8:45 a.m. Meet and Greet Breakfast

8:45 a.m. – 9:00 a.m. Welcoming Remarks

- Daniel L. Stageman, Doctoral Candidate, Director of Research Operations, John Jay College of Criminal Justice, New York, NY
- Brian Buchner, President, NACOLE, Los Angeles, CA
- Philip K. Eure, J.D., Inspector General, Office of the Inspector General for the NYPD, New York, NY

9:00 a.m. – 9:30 a.m. Tom R. Tyler, Ph.D.

Featured Speaker

Macklin Fleming Professor of Law and Professor of Psychology, Yale Law School, New Haven, CT

9:30 a.m. – 9:45 a.m. Break

9:45 a.m. – 11:00 a.m. Integrity in Procedural Justice

Panel 1

Measuring, Managing, and Enhancing Procedural Justice in Policing: Promise and Pitfalls

- Robert E. Worden, Ph.D., Associate Professor, School of Criminal Justice, the University at Albany, State University of New York and Director, John F. Finn Institute for Public Safety, Albany, NY
- Sarah J. McLean, Ph.D., Associate Director and Director of Research and Technical Assistance, John F. Finn Institute for Public Safety, Albany, NY

What Matters for the Code of Silence

- Sanja Kutnjak Ivković, Ph.D., S.J.D., Professor, School of Criminal Justice, Michigan State University, East Lansing, MI
- Maria R. Haberfeld, Ph.D., Professor, Department of Law, Police Science, & Criminal Justice Administration, John Jay College of Criminal Justice, New York, NY

Moderator

- Nicholas E. Mitchell, J.D., Independent Monitor, Office of the Independent Monitor for the City and County of Denver, Denver, CO

11:00 a.m. – 11:15 a.m. Break

11:15 a.m. – 12:30 p.m. Examining Issues Regarding Use of Force

Panel 2

Improving the National Collection of Law Enforcement Use of Force Data

- Cynthia Barnett-Ryan, Doctoral Candidate, West Virginia University; Survey Statistician, Crime Statistics Management Unit, Federal Bureau of Investigation, Clarksburg, WV
- Shelley S. Hyland, Ph.D., Statistician, Bureau of Justice Statistics, Office of Justice Programs, U.S. Department of Justice, Washington, DC

Exploring the Utility of Force Factors for Community Engagement About Use of Force

- Matthew J. Hickman, Ph.D., Associate Professor, Department of Criminal Justice, Seattle University, Seattle, WA
- Robert Scales, J.D., Partner, Sanford, Olson & Scales, LLC, Seattle, WA

Moderator

- Michael Gennaco, J.D., Principal, OIR Group, Los Angeles, CA

12:30 p.m. – 1:30 p.m. Lunch

1:30 p.m. – 2:00 p.m. Lorie A. Fridell, Ph.D.

Featured Speaker

Associate Professor, Department of Criminology, University of South Florida, Tampa, FL

2:00 p.m. – 2:15 p.m. Break

2:15 p.m. – 3:30 p.m. The Challenges of Implementing Body-Worn Camera Programs

Panel 3

Body-Worn Camera Implementation Challenges and Outcomes: Lessons Learned from a Pilot Study

- Jennifer Fratello, M.A., Policy Director, Office of the Independent Monitor for the City and County of Denver, Denver, CO

Body-Worn Cameras and Civilian Oversight: A Case Study on Camden

- Maria Ponomarenko, J.D., Ph.D., Policing Project Fellow, New York University School of Law, New York, NY
- Barry Friedman, J.D., Policing Project Director, Jacob D. Fuchsberg Professor of Law, New York University School of Law, New York, NY

Moderator

- Alexander A. Bustamante, J.D., Inspector General, Los Angeles Police Commission, Los Angeles, CA

3:30 p.m. – 3:45 p.m. Break

3:45 p.m. – 5:00 p.m.

Accountability and Legitimacy Through Data

Panel 4

Improving Use of Force Data Collection: One More Step Toward Constructive Community Dialog with Criminal Justice Organizations

- Jon M. Shane, Ph.D., Associate Professor, Law and Police Science, John Jay College of Criminal Justice, New York, NY

Early Intervention Systems: Predicting Adverse Interactions Between Police and the Public

- Jennifer Helsby, Ph.D., Postdoctoral Fellow, Center for Data Science and Public Policy, University of Chicago, Chicago, IL

Moderator

- Walter Katz, J.D., Independent Police Auditor, San José, CA
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5:00 p.m. – 5:45 p.m.

Closing Remarks

- Brian Buchner, President, NACOLE, Los Angeles, CA
 - Heath Grant, Ph.D., Assistant Professor, Law and Police Science, John Jay College of Criminal Justice, New York, NY
 - Margo Frasier, J.D., Police Monitor, Office of the Police Monitor, Austin, TX
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6:00 p.m. – 7:00 p.m.

Closing Reception: A View to the Future

- Jeremy Travis, J.D., President, John Jay College of Criminal Justice, New York, NY
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2nd Annual NACOLE Academic Symposium Co-Chairs:

Philip K. Eure, Inspector General, Office of the Inspector General for the NYPD, New York, NY

Margo Frasier, Police Monitor, Office of the Police Monitor, Austin, TX

Heath Grant, Ph.D., Assistant Professor, John Jay College of Criminal Justice, New York, NY

Daniel L. Stageman, Director of Research Operations, John Jay College of Criminal Justice, New York, NY

Please note this schedule is subject to change.

PARTICIPANT BIOGRAPHIES

CYNTHIA BARNETT-RYAN



Ms. Cynthia Barnett-Ryan is a Survey Statistician with the Uniform Crime Reporting (UCR) Program at the Federal Bureau of Investigation (FBI). Ms. Barnett-Ryan has been with the FBI for nearly 20 years and has primarily focused upon the proper measurement and use of UCR data. She is currently detailed to the Crime Data Modernization Initiative which has been tasked with implementing nationwide incident-based reporting, developing a new collection for data on law enforcement use of force, expanding federal law enforcement participation in the UCR Program, and enhancing timely access to UCR data. Ms. Barnett-Ryan is also a doctoral candidate in the West Virginia University Department of Geology and Geography with an emphasis in Geographic Information Science.

BRIAN BUCHNER



Brian Buchner is a Policy Director in Los Angeles Mayor Eric Garcetti's Office of Public Safety. Prior to joining the Mayor's Office, he was a Police Special Investigator with the Los Angeles Police Commission's Office of the Inspector General, which provides civilian oversight to the LAPD. Before joining the OIG in 2007, Mr. Buchner was the Policing Specialist at the Police Assessment Resource Center (PARC), where he assisted Merrick Bobb, former Special Counsel to the Los Angeles County Board of Supervisors and PARC's Executive Director, in monitoring and critically reviewing the Los Angeles County Sheriff's Department.

Mr. Buchner is the current president of NACOLE, the nation's largest and premier police oversight organization. Mr. Buchner also serves as a subject matter expert for the U.S. Department of Justice; as an Adviser to the American Law Institute's Principles of the Law, Police Investigations Project; as a member of the Open Police Complaints advisory board; and is a founding board member of the Integrated Recovery Network. He has spoken about policing and oversight issues in a variety of forums, including testifying before President Obama's Task Force on 21st Century Policing and at United Nations hearings on police accountability in Vietnam.

Mr. Buchner holds a bachelor's degree in criminal justice from Bowling Green State University and a master's degree in criminology from the University of Missouri-St. Louis.

ALEXANDER A. BUSTAMANTE, J.D.



Alexander Bustamante received his undergraduate degree at the University of California, Berkeley and then later obtained his J.D. from the George Washington University Law School. Immediately upon graduating from law school, he was commissioned in the U.S. Army and served overseas with the Second Brigade Combat Team, First Infantry Division. As a Judge Advocate General, Mr. Bustamante was responsible for advising senior military commanders and their staffs on a variety of domestic and international matters, including the rules governing international armed conflicts. While stationed overseas, he deployed to Gnjilane, Kosovo in support of Operation Joint Guardian, where he worked closely with international organizations in training police forces and establishing a judicial system in the region. During his deployment to Kosovo, he also conducted genocide investigations in coordination with representatives from the International Criminal Tribunal for the former

Yugoslavia.

After completing his service with the Army, Mr. Bustamante continued his public service as a federal prosecutor with the U.S. Attorney's Office in Los Angeles. As an Assistant U.S. Attorney, he was responsible for some of the office's highest profile prosecutions involving organized crime, civil rights, and corporate fraud. For his prosecution efforts in these cases and others, he has received awards and recognition from various local, state, and national agencies, including earning the Attorney General's highest award for excellence for his civil rights prosecutions.

In 2011, Mr. Bustamante was selected as the Inspector General for the LAPD. In that capacity, he is responsible for providing oversight of all aspects of the LAPD, one of the largest municipal police departments in the country. Recently, the California State Legislature passed legislation designating his office as the oversight entity for the Los Angeles World Airport Police Division, which is charged with securing the sixth busiest airport in the world and the third busiest in the United States.

PHILIP K. EURE, J.D.



Philip K. Eure is the Inspector General for the NYPD. Before his appointment to OIG-NYPD by Department of Investigation Commissioner Mark G. Peters in March 2014 and assuming his current responsibilities in May 2014, Mr. Eure was the Executive Director of the District of Columbia's Office of Police Complaints – a role he held for nearly 14 years. As Executive Director, Mr. Eure developed and led the agency in its work investigating, adjudicating and mediating citizen complaints against the police, as well as issuing investigative reports and recommendations for improvements in the work of Washington D.C.'s Metropolitan Police Department. A nationally-recognized expert in the field of independent police review, Mr. Eure served in 2008, 2009, and 2010 as President of the National Association for Civilian Oversight of Law Enforcement (NACOLE), a non-profit organization of law enforcement oversight agencies and practitioners that works to enhance accountability and transparency in policing and build community trust through independent police review. He has also been a panelist and presenter on police oversight issues nationally and abroad. Prior to his leadership at Washington, D.C.'s police accountability agency, Mr. Eure served for a decade in the Civil Rights Division of the U.S. Department of Justice, first as a Trial Attorney and later as a Senior Trial Attorney. He received his law degree from Harvard Law School and his undergraduate degree in Political Science from Stanford University.

MARGO FRASIER, J.D.



Margo Frasier brings over 35 years of experience in criminal justice to the City of Austin's Office of the Police Monitor. Prior to being appointed Police Monitor, Ms. Frasier consulted with law enforcement and corrections agencies and provided litigation support. From 1997 through 2004, Ms. Frasier served as the Sheriff of Travis County, Texas. She started as a deputy more than two decades earlier and is the only woman to hold the office. As Sheriff, she oversaw more than 1,400 deputies, corrections officers, and other employees with a budget of more than \$90 million. Ms. Frasier earned praise for her leadership in implementing community policing and improving the jail system. She has been on the faculty of Sam Houston State University, St. Edward's University, and Austin Community College.

Over the years, as a consultant and an attorney, she has provided representation and expert testimony in matters involving criminal justice including civil rights, employment law, law enforcement practices, and corrections practices. Ms. Frasier served as treasurer, vice-

president, and president of the Major County Sheriffs' Association. She also served on the boards of the National Sheriffs' Association, National Center for Women and Policing, Texas Institute for Public Problem Solving, SafePlace, and the Children's Advocacy Center of Central Texas. In addition, she was recognized twice by the Combined Law Enforcement Association of Texas as Administrator of the Year. Ms. Frasier holds a Juris Doctor with high honors from Florida State University College of Law and a Bachelor's of Science with honors from Sam Houston State University.

JENNIFER FRATELLO, M.A.



Jennifer Fratello is the Policy Director for the Denver Office of the Independent Monitor. As the Policy Director, Jennifer is responsible for identifying and researching solutions to policy issues related to the Denver Police and Sheriff Department's policies and practices. Before joining the Office of the Independent Monitor, Jennifer worked at the Vera Institute of Justice as a Research Director overseeing Vera's work on juvenile justice, and race and prosecutorial decision-making. In that position, she worked closely with justice system policymakers in New York City and nationally to plan, implement, and measure the effect of a variety of large-scale justice system reforms. Jennifer earned a master's degree in criminal justice from Temple University. She has published and presented extensively on police-community relations, risk assessment in criminal justice systems, race and law enforcement, and data-driven policy-making.

LORIE A. FRIDELL, PH.D.



Dr. Lorie Fridell is a faculty member in the Department of Criminology at the University of South Florida (USF) in Tampa. Prior to joining USF in August of 2005, she served for six years as the Director of Research at the Police Executive Research Forum (PERF) in Washington, D.C.

Dr. Fridell has over 30 years of experience conducting research on law enforcement. Her primary research areas are police use of force and violence against police, although recent research has expanded her expertise into police deviance and the effectiveness of body-worn cameras.

Dr. Fridell is a national expert on biased policing. She speaks nationally on this topic and provides consultation and training to law enforcement agencies. Publications on this topic include two books: *Racially Biased Policing: A Principled Response* and *By the Numbers: A Guide for Analyzing Race Data from Vehicle Stops* (and the companion guide, *Understanding Race Data from Vehicle Stops: A Stakeholder's Guide*.) Her forthcoming book, being published by Springer Press, is entitled *Producing Bias-Free Policing: A Science-Based Approach*. With national experts on the psychology of bias and funding from the U.S. Department of Justice, she has developed five Fair and Impartial Policing training programs for police personnel (see www.fairandimpartialpolicing.com). This training is in great demand in North America.

BARRY FRIEDMAN, J.D.



Barry Friedman is the Director of the Policing Project. As the Jacob D. Fuchsberg Professor of Law at NYU School of Law, he is one of the country's leading authorities on constitutional law, criminal procedure, and the federal courts. Friedman serves as the reporter for the American Law Institute's new *Principles of the Law, Police Investigations*. For 30 years, he has taught, written about, and litigated issues of constitutional law and criminal procedure. He now teaches Democratic Policing, Criminal Procedure, and an externship course in conjunction with the Policing Project. He has written numerous articles in scholarly journals including "Democratic Policing," *N. Y. U. L. Rev.* (December 2015) (with Maria Ponomarenko), "Redefining What's Reasonable: Protections for Policing," *Geo. Wash. L. Rev.* (March 2016) (with Cynthia Benin), and "Taking Warrants Seriously," *106 NW. U. L. Rev.* 4 (2012) (with Oren Bar-Gill). He also is quoted and his work appears in the popular media, including the *New York Times*, *Slate*, *Huffington Post*, *Politico* and the *New Republic*. He is the author of the critically acclaimed *The Will of the People: How Public Opinion Has Influenced the Supreme Court and Shaped the Meaning of the Constitution* (2009), and is currently writing a book on policing and the Constitution, tentatively titled *Policing with Permission*, under contract with Farrar, Straus & Giroux. Friedman graduated with honors from the University of Chicago and received his law degree magna cum laude from Georgetown University Law Center. He clerked for Judge Phyllis A. Kravitch of the U.S. Court of Appeals for the 11th Circuit.

MICHAEL GENNACO, J.D.



As a principal of OIR Group, Mr. Gennaco provides oversight services in the field of independent oversight; assists federal courts and special masters in developing remedial plans intended to cure defects in Constitutional policing; conducts independent reviews of critical incidents including officer-involved shootings, in-custody deaths and adverse constitutional verdicts; conducts audits of law enforcement departments focusing on review of internal investigative processes and policies designed to promote Constitutional policing; and undertakes independent internal investigations for police agencies.

Mr. Gennaco headed up civilian oversight of the LA County Sheriff's Department for thirteen years and continues to provide ongoing oversight for the Anaheim, Fullerton, Palo Alto, Burbank, and Santa Maria Police Departments. Mr. Gennaco has also played a central role in creating independent oversight models for both the largest sheriff's department and prison system in the United States. Mr. Gennaco has provided independent review of critical incidents, adverse civil verdicts and/or best practices audits and designed remedial recommendations for the cities of Westminster, Pasadena, Portland, Torrance, Spokane, Santa Monica, Inglewood, Glendale, and Oakland Police Departments, and the Orange County, San Diego, San Francisco, and Denver Sheriff Departments as well as the California Department of Corrections and Rehabilitation and the Department of Juvenile Justice. Mr. Gennaco has received the National Association for Civilian Oversight of Law Enforcement's Flame Award for distinguished service in the field of oversight.

Prior to his work in oversight, as a federal prosecutor Mr. Gennaco investigated and prosecuted police officers for excessive force.

HEATH GRANT, Ph.D.



Prior to returning to the full-time faculty of John Jay College of Criminal Justice in 2013, Dr. Grant was most recently the Director of Research of the Police Executive Research Forum, a leading Washington D.C. organization dedicated to advancing law enforcement and crime prevention internationally. Formerly, as CEO of Success for Kids (SFK), he oversaw the planning, implementation, curriculum development, partnerships & strategic program alliances and evaluation of the organization's international programs and services. A 15 year program executive, his experience and innovative style has positioned SFK's unique approach to Social Emotional Learning as one of the most sought after program partnership opportunities throughout Africa, the Middle East, Europe, and the Americas. Throughout the last two decades, he has helped to develop and evaluate school-based programs to promote youth resiliency internationally. He has also developed and implemented successful police training programs in Bangladesh, Mexico, Colombia, and the Caribbean.

MARIA R. HABERFELD, Ph.D.



Maria (Maki) Haberfeld is a Professor of Police Science in the Department of Law, Police Science, and Criminal Justice Administration at John Jay College of Criminal Justice in New York City. She was born in Poland and immigrated to Israel as a teenager. Prior to coming to John Jay, she served in the Israeli Defense Forces in a counter-terrorist unit and left the army at the rank of a Sergeant; she then joined the Israel National Police and left the force at the rank of Lieutenant. She also worked for the U.S. Drug Enforcement Administration in the New York Field Office, as a special consultant. She holds two Bachelor of Art degrees, two Master degrees, and a Ph.D. in Criminal Justice. Her main interests and expertise are in the area of police training and professional development, with particular emphasis on police ethics, integrity, leadership, counter-terrorism, and use of force in multicultural environments. She was a recipient of a National Institute of Justice grant to study Community Oriented Policing in Poland. The grant generated a number of publications on Community Policing, including an award winning special issue of *Policing: An International Journal of Police Management and Strategies*, edited by her and titled "Community Policing around the World". Her latest books include: *Critical Issues in Police Training* (2013), *Police Organization and Training: Innovations in Research and Practice* (co-edited, 2011), *Police Leadership: Organizational and Managerial Decision Making Process* (2012), *Policing Muslim Communities* (co-authored, 2013), *Match-Fixing in International Sports* (co-edited, 2014) and *Introduction to Policing: the Pillar of Democracy* (co-authored, 2015).

JENNIFER HELSBY, Ph.D.



Jennifer Helsby is a postdoctoral researcher at the University of Chicago's Center for Data Science and Public Policy where she works on machine learning implementation in police data. Her other research interests include algorithmic transparency and accountability. She is a former Data Science for Social Good fellow where she worked on predictive analytics for the city of Cincinnati. Prior to that, she received her Ph.D. in astrophysics from the University of Chicago's Kavli Institute for Cosmological Physics.

MATTHEW J. HICKMAN, Ph.D.



Matthew J. Hickman is an Associate Professor in the department of criminal justice at Seattle University. His recent research in the area of policing has focused on use of force data collection issues, police stress, ethics and integrity, and officer decertification. Matt previously worked at the Bureau of Justice Statistics, the statistical research agency of the U.S. Department of Justice, where he specialized in national data collections relating to law enforcement as well as forensic laboratories and medicolegal death investigation. He is the current President of the Western Society of Criminology, and serves as an Executive Counselor of the American Society of Criminology Division of Policing. He received his doctoral degree from Temple University in Philadelphia, PA.

SHELLEY HYLAND, Ph.D.



Shelley S. Hyland is a statistician in the Law Enforcement Statistics Unit with the Bureau of Justice Statistics (BJS). She currently serves as Project Manager for the Law Enforcement Core Statistics (LECS) program and is working on new collections aimed at capturing use of force case outcomes. Prior to working at BJS, she served as a research and policy analyst for the Schenectady (NY) Police Department and a crime analyst for the City of Kingston (NY) Police Department. She has over 8 years' experience in data analysis and research. Her research interests include use of force against and by law enforcement, public safety management and operations, crime analysis and pre-employment screening. She holds a Ph.D. in criminal justice from the University at Albany-SUNY and a M.A. in forensic psychology from Castleton State College.

SANJA KUTNJAK IVKOVIĆ, Ph.D.



Sanja Kutnjak Ivković is a Professor at the School of Criminal Justice, Michigan State University. Professor Kutnjak Ivković holds a doctorate in criminology (Ph.D., University of Delaware) and a doctorate in law (S.J.D., Harvard University). Her research focuses on policing and courts, particularly in a comparative and international perspective. Prof. Kutnjak Ivković is the author of *Reclaiming Justice: The International Tribunal for the Former Yugoslavia and Local Courts* (Oxford University Press, 2011; co-authored with John Hagan), *The Fallen Blue Knights: Controlling Police Corruption* (Oxford University Press, 2005), and *Lay Participation in Criminal Trials* (1999). She is the co-author of *Enhancing Police Integrity* (Springer, 2006; co-authored with Carl Klockars and Maria R. Haberfeld) and co-editor of *Contours of Police Integrity* (Sage, 2004; co-edited with Carl Klockars and Maria R. Haberfeld) and *Measuring Police Integrity Across the World* (Springer, 2015; co-edited with Maria R. Haberfeld).

Professor Kutnjak Ivković's work has appeared in leading scholarly journals, such as the *Law and Society Review*; *Journal of Criminal Law and Criminology*; *Criminology and Public Policy*; *Policing and Society*; *Policing: An International Journal of Police Strategies and Management*; *Police Quarterly*; *Crime, Law, and Social Change*; *European Journal of Criminology*; *Law and Policy*; *Stanford Journal of International Law*; and the *Cornell International Law Journal*.

WALTER KATZ, J.D.



Walter Katz is the Independent Police Auditor for the City of San José, CA. He was appointed by the Mayor and City Council in November 2015 and assumed his responsibilities this past January. Previously, Mr. Katz served as a Deputy Inspector General for the County of Los Angeles Office of Inspector General (OIG), which oversees the Sheriff's Department. In that role, he co-led the Inspector General's effort in monitoring the LASD's body-worn camera implementation program and developed a framework for increased transparency by the LASD to disclose use of force and civilian complaint data to the public. Prior to the OIG, he worked as a staff attorney at its predecessor agency, the Office of Independent Review. Mr. Katz has also advised other police agencies and municipalities in their reform efforts.

Mr. Katz is active in the NACOLE and serves on the Training, Education, and Standards Committee. He has appeared as a panelist or moderator on accountability and transparency issues at its annual conferences. In 2015, the Harvard Law Review Forum published his article, "Enhancing Accountability and Trust with Independent Investigations of Lethal Force." He has written about police accountability in *The New York Times* and has given his insights in *The Atlantic*, on public radio and other news outlets. Prior to his work in civilian oversight of law enforcement, he was a deputy public defender in Southern California for seventeen years. He received his law degree from the McGeorge School of Law at the University of the Pacific and his undergraduate degree from the University of Nevada, Reno.

SARAH J. MCLEAN, Ph.D.



Sarah J. McLean is the Associate Director and the Director of Research and Technical Assistance at the John F. Finn Institute for Public Safety, Inc. She holds a Ph.D. in criminal justice from the University at Albany. At the Institute she is involved in research that examines the effectiveness of strategic and programmatic crime reduction initiatives. A unifying theme in her research has been the application of qualitative research methods to better understand decision-making. Her research has been published in edited volumes, such as the *Oxford Handbook of Police and Policing*, and in academic and professional journals, such as the *Albany Law Review*, *Criminal Justice Review*, *Criminal Justice Studies*, *Police Quarterly*, and *The Police Chief*. Her research has been funded by the National Institute of Justice, the Bureau of Justice Assistance, the Office of Juvenile Justice and Delinquency Prevention and other state and local sponsors.

NICHOLAS E. MITCHELL, J.D.



Nicholas Mitchell is the Independent Monitor of the Denver Police and Sheriff Departments. As Independent Monitor, Nick provides independent civilian oversight of all investigations into the approximately 2,300 sworn police officers and sheriff deputies in the City and County of Denver. He also conducts data-driven analyses of police and sheriff policies and practices, with a goal of ensuring constitutional law enforcement for all in Denver. Nick manages a staff of 13, including former federal and state prosecutors, a quantitative criminologist, a statistician, and a community outreach liaison. Nick is on-call 24/7, and responds to the scene of all officer-involved shootings in Denver, where he provides oversight of the police investigations into each shooting. Nick is a former Gates Foundation Fellow at the Harvard Kennedy School of Government, and is a founding board member of El Sistema Colorado. In 2014, Nick

was elected to the Board of Directors of NACOLE. Before becoming Independent Monitor, Nick was a lawyer in private practice in New York City and Denver, representing companies and individuals in investigations by the U.S. DOJ and the Securities and Exchange Commission. He is also a former investigator and supervisor with the New York City Civilian Complaint Review Board.

MARIA PONOMARENKO, J.D., Ph.D.



Maria Ponomarenko is the Policing Fellow and a Furman Fellow at NYU Law, where she also teaches a course in Democratic Policing. Ponomarenko graduated summa cum laude from NYU Law. After graduation, she clerked for Judge Richard A. Posner of the Seventh Circuit Court of Appeals. Ponomarenko holds a B.A. in history and economics and an M.A. in the social sciences from the University of Chicago, and a Ph.D. in history from Stanford University. Her dissertation, “The Department of Justice and the Limits of the New Deal State,” explored issues of federalism and institutional capacity in the New Deal and World War II years, with a focus on the Federal Bureau of Investigation’s relationship with state and local police. Ponomarenko writes in the areas of constitutional law and criminal procedure; she is currently working on an article on police accountability in local communities. She is the author (with Barry Friedman) of “Democratic Policing,” *N.Y.U. L. Rev.* (December 2015).

ROBERT SCALES, J.D.



Bob Scales was a Deputy Prosecutor in King County, Washington from 1994 to 2000. Under an OJJDP grant Bob developed a special vertical prosecution program for juvenile firearm offenders and was designated as a Special Assistant United States Attorney to facilitate the transfer of violent firearm offenders for federal prosecution.

In 2000, Bob became the Assistant Director for Public Safety for the City of Seattle where he developed strategies to address gun violence, racial profiling, open-air drug markets and youth violence. Bob continued his public safety work as a Senior Policy Analyst for Seattle Mayor Greg Nickels where he handled issues related to police accountability, homeless encampments, and homeland security.

In 2010, Bob was appointed as the Director of Government Affairs for the Seattle City Attorney’s Office where he managed a team of attorneys handling a diverse range of municipal law issues.

As one of the lead negotiators on the Settlement Agreement between the Department of Justice and the City of Seattle, Bob helped to resolve issues of excessive and unnecessary uses of force by the Seattle Police Department. Mayor Michael McGinn then appointed Bob to be the Compliance Coordinator to manage the implementation of the reforms.

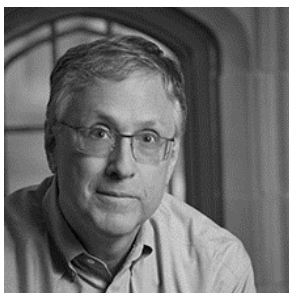
Bob served two terms on the Bainbridge Island City Council and was a Disciplinary Hearings Officer for the Washington State Bar Association. He received his J.D. from the University of Washington School of Law, his M.Sc. from the University of Surrey and his B.A. from the University of California at Santa Cruz.

DANIEL STAGEMAN



Daniel Stageman is Director of Research Operations at John Jay College of Criminal Justice, and a Ph.D. candidate in criminal justice at the CUNY Graduate Center. His primary academic work examines political economy and profit in the detention of American immigrants, and the economic context surrounding Federal-local immigration enforcement partnerships. He has written and taught across a wide variety of criminal justice topics, including procedural justice, race and mass incarceration, correctional education, and the role of arts in rehabilitation. As Director of Research Operations, Daniel is responsible for enhancing, developing, and promoting the scholarship of John Jay's faculty and research centers.

TOM R. TYLER, Ph.D.



Tom R. Tyler is the Macklin Fleming Professor of Law and Professor of Psychology at Yale Law School. He is also a professor (by courtesy) at the Yale School of Management. He joined the Yale Law faculty in January 2012 as a professor of law and psychology. He was previously a University Professor at New York University, where he taught in both the psychology department and the law school. Prior to joining NYU in 1997, he taught at the University of California, Berkeley and at Northwestern University.

Professor Tyler's research explores the role of justice in shaping people's relationships with groups, organizations, communities, and societies. In particular, he examines the role of judgments about the justice or injustice of group procedures in shaping legitimacy, compliance, and cooperation. He is the author of several books, including *Why People Cooperate* (2011); *Legitimacy and Criminal Justice* (2007); *Why People Obey the Law* (2006); *Trust in the Law* (2002); and *Cooperation in Groups* (2000). He was awarded the Harry Kalven prize for "paradigm shifting scholarship in the study of law and society" by the Law and Society Association in 2000, and in 2012, was honored by the International Society for Justice Research with its Lifetime Achievement Award for innovative research on social justice.

He holds a B.A. in psychology from Columbia and an M.A. and Ph.D. in social psychology from the University of California at Los Angeles.

ROBERT E. WORDEN, Ph.D.



Robert E. Worden is the Director of the John F. Finn Institute for Public Safety, Inc., and associate professor of criminal justice at the University at Albany, State University of New York. He holds a Ph.D. in political science from the University of North Carolina at Chapel Hill. Professor Worden's interests revolve around questions about the accountability and responsiveness of criminal justice institutions to the public. His scholarship has appeared in *Justice Quarterly*, *Criminology*, *Law & Society Review*, and other academic journals, and his research has been funded by the National Institute of Justice, the Bureau of Justice Assistance, the New York State Division of Criminal Justice Services, and other sponsors. Professor Worden served on the National Research Council's Committee to Review Research on Police Policies and Practices, whose report, *Fairness and Effectiveness in Policing: The Evidence*, was published by the National Academies Press in 2004.