



ANNUAL REPORT

2012

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About the MCCA

The Major Cities Chiefs Association (MCCA) is a professional association representing the largest population centers in the United States, Canada and the Greater Manchester Constabulary in the United Kingdom. In the United States and Canada MCCA members are the chiefs and sheriffs of the 71 largest law enforcement agencies. Together they serve more than 76.5 million people (68MUS, 8.5M Canada) with a combined sworn workforce of 177,150 (159,300 US, 17,850 Canada) officers. The Greater Manchester Constabulary serves a population of 2.5 million with a force of over 12,000 employees. MCCA was formed in the late 1960s to provide a forum for executives to share ideas, experiences and strategies for addressing the challenges of policing large cities and counties.

FROM THE EXECUTIVE DIRECTOR

April 2013

Dear Members, Sponsors and Supporters:



I am pleased to present the Major Cities Chiefs Association (MCCA) 2012 Annual Report. 2012 was an exciting year for MCCA as our influence on national public policy issues continues to grow.

The Annual Report highlights the key accomplishments for the year including:

Legislative Influence. Our legislative committee, under the leadership of Chief Tom Manger with the able support of the Lafayette Group, has worked very hard to ensure MCCA's voice is heard on important public policy issues.

Forensic Science. MCCA's Forensic Science Committee, co-chaired by Mike Garvey (Philadelphia) and Manny Katranakis (New York) has worked diligently to enhance legislative proposals in this area. The committee also developed MCCA's Forensic Science Position Paper that the MCCA membership adopted in September 2012.

Homeland Security. The MCCA Homeland Security Committee co-chairs Sheriff Doug Gillespie and Chief Art Acevedo have provided leadership to ensure MCCA's influence on national policy issues. In addition to representing MCCA on several national committees, they have served as executive sponsors of the Intelligence Commander's Group.

Criminal Intelligence Enterprise. The Intelligence Commander's developed a national criminal intelligence enterprise that connects state and local counterterrorism operations and criminal intelligence.

Organizational Change. Under the leadership of MCCA President Chuck Ramsey, the Board proposed bylaw changes that made way for our first European member—Greater Manchester—and strengthened our financial position through increased sponsor revenue and a dues increase to begin in January, 2014.

Thank you for the important contributions you made to MCCA's success in 2012 and for your continued engagement and support.

Darrel W. Stephens
Executive Director

MISSION, VISION AND GUIDING PRINCIPLES

MCCA Mission

The mission of MCCA is to provide a forum for police executives from large population centers to address the challenges and issues of policing, to influence national and international policy that affects police services, to enhance the development of current and future police leaders, and to encourage and sponsor research that advances this mission.

MCCA Vision

The Major Cities Chiefs Association is the place where police executives and others come to learn and collaborate. MCCA is a primary place where policy makers, researchers, government leaders, and the media turn when wanting to know the best international policing practices; to test innovations in police operations and technology; and to seek advice and assistance on specific policing issues. It is where its members learn how to improve themselves, their executive command staff, and their departments. The MCCA and its member departments represent excellence in policing.

Guiding Principles

The mission and vision of MCCA will be achieved by all members working together and being guided by the following principles.

Leading – We are the association of police leaders who are shaping policing by examining the difficult issues, influencing national and international discussions and policies on policing issues, and demanding excellence in police services not only among our membership but throughout the profession. Our work leads to increasing public trust in policing and enhancing the legitimacy of our profession.

Collaboration – Our work must be done in partnership and collaboration with our communities and other policing organizations, universities, policy and research organizations, government executives and legislators, and federal, state and local law enforcement. We recognize that globalization means we share issues, problems, goals and solutions with other countries.

Knowledge-Based Practice – We value life-long learning and understand that policing is ever changing. We also know that the work of a police executive of a major city agency is demanding and complex. Education, support, mentoring, and assistance will be provided to our members and others. We will work with others to improve the science and art of executive police leadership.

Innovation – As the leaders of the major police agencies, we have a responsibility to help advance the profession of policing. This will be done by encouraging our members to open their departments as learning laboratories, advocating for funding to develop, and testing new technology, practices, and approaches.

2012 MEETINGS

<p>Las Vegas - February 2-3, 2012</p> <p>Attendance</p> <p>Members 40 LE Support 81 <u>Sponsors 42</u> Total 162</p>	<p>TOPICS</p> <ul style="list-style-type: none"> • Tom Perez - DOJ Investigations • Occupy Movement • Wrongful convictions • Immigration issues • Shift work research
<p>Dallas - May 29-30</p> <p>Attendance</p> <p>Members 38 LE Support 46 <u>Sponsors 33</u> Total 117</p>	<ul style="list-style-type: none"> • DNC - RNC Presentations • Camden, NJ • International events • NATO Summit • G20 • Research platform • Attorney General Eric Holder
<p>San Diego - September 28-29</p> <p>Attendance</p> <p>Members 58 LE Support 91 <u>Sponsors 70</u> Total 219</p>	<ul style="list-style-type: none"> • National conventions - RNC, DNC • Officer-involved shootings • Bureau of Justice statistics • US Conference of Mayors President Michael Nutter • Aurora, Colorado shootings • Organization of the future • Data retention • Mothers in charge
<p>Board Meeting - August 3-4, Chicago</p>	<ul style="list-style-type: none"> • Budget/Financial review • Forensic science papers • National Commission • Public Safety Alliance • Legislative position review

2012 PROJECTS

Office of National Drug Control Policy (ONDCP)

This project is designed to bring the MCCA Drug Commanders, the Drug Enforcement Administration (DEA) Special Agents in Charge and High Intensity Drug Trafficking Areas (HIDTA) Directors together to discuss emerging drug abuse challenges and innovations. The meeting was held March 29-30, 2012 in Dallas, Texas. In his opening remarks, ONDCP Director Gil Kerlikowske argued that drug abuse should be viewed as a public health issue to be treated as a disease with the focus placed on prevention and treatment. The conference focused on three important topics: current trends, innovations, and emerging threats in narcotics enforcement.

Communication Workshops

MCCA completed the three workshops focused on assisting departments to develop or update strategic communication plans – February 28-29, at Johns Hopkins in Columbia, MD, March 14-15 in St. Louis, and April 18-19 in Mesa, AZ. All of the workshops had about 30 attendees and the evaluations were in the 8 to 9 range on a scale of 10. The workshops were funded with a grant from COPS.

Officer Safety and Wellness (OSW)

MCCA was awarded a \$150,000 grant from COPS/BJA to continue providing support to the OSW Group for the next two years. The project will cover about 10% of the executive director's salary during that time for his work on the project. MCCA will host five meetings, prepare reports, participate in several presentations at professional meetings, and write a couple of articles for publication. The Lafayette Group is providing meeting logistical support and writing the meeting reports.

MCCA also received permission to redirect \$50,000 that was left over from the strategic communications project to develop a toolkit or template to provide guidance to agencies on the development of an educational campaign on officer safety and wellness. Former and current MCCA public affairs directors will research and write the material under the leadership of the executive director.

2012 PROJECTS

Motorola Leadership Project

MCCA received an \$86,500 grant from the Motorola Foundation to develop a pilot leadership program for 10 to 12 participants. MCCA is designing the program with assistance from the Philadelphia-based Teleos Leadership Institute.

The focus of the program will be on those police commanders at one or two levels below the chief who have a strong desire to become chiefs. Applications will be sought from member agencies. The program will be conducted over a year and participants will meet twice in a seminar environment. Each participant will be paired with MCCA chiefs as mentors and participants will spend a week with their mentors in between the two seminars. Participants will also be expected to complete a policy paper on an issue of importance to policing and/or their agency.

Bylaw Changes

The Executive Board recommended, and members approved, a change in membership requirements to allow for international members. The requirement that members come from the 50 largest cities in the United States and seven largest in Canada was changed to allow cities the Executive Board recommends and membership approves.

The first international addition to the MCCA membership is the Greater Manchester Constabulary led by Chief Constable Peter Fahy. Greater Manchester is the third largest force in the United Kingdom with a workforce of more than 13,000 people (8,250 officers).

Raleigh Internal Affairs Review

MCCA completed a review of the Raleigh Police Department's internal affairs function. The review included mapping the process from receipt of the complaint through resolution. Recommendations were made for reducing the time required to resolve cases once the investigation was completed.

2012 COMMITTEE REPORTS

Legislative

The MCCA Legislative Committee communicates with Congress and the Obama Administration on issues that impact local law enforcement and works to influence legislation and policy related to law enforcement, crime and public safety at the national level. The MCCA retains the Lafayette Group as its representative in Washington D.C. The Lafayette Group keeps the Association and the Committee informed on national legislation, policy and appropriation issues.

The Legislative Committee, chaired by Montgomery County, MD Chief Tom Manger, met twice in 2012: Feb. 3, 2012 in Las Vegas and Sept. 29, 2012 in San Diego. In addition to these meetings, Executive Director Darrel Stephens and MCCA board members met with key members of Congress and the Administration on several occasions to discuss issues of interest to law enforcement.

During 2012, the MCCA has written letters and issued position statements on a number of issues, including:

- A call for a national commission on policing in the 21st Century
- A call to action on the D block
- The Leahy Forensics bill
- DHS funding
- A resolution regarding thefts of mobile communication devices
- Gang legislation
- Electronic Communications Privacy Act Reform
- Opposition to mandatory unionization
- Full funding for COPS
- Support for Byrne grants

A great deal of work was done in 2012 to refine MCCA's gun position. The Association's gun position was updated by a vote of the members at the San Diego meeting.

2012 COMMITTEE REPORTS

Homeland Security/Intelligence Commanders

The Homeland Security Committee, chaired by Las Vegas Sheriff Doug Gillespie and co-chaired by Austin Chief Art Acevedo, worked with committee members to refine and clarify MCCA's position on homeland security issues at the local, state and federal levels.

A continuing priority from 2011 focused on information sharing, particularly with respect to the Criminal Intelligence Enterprise (See sidebar). This project has been driven by a steering committee made up of individuals responsible for intelligence within their respective MCCA police agencies.

The emphasis on information is a key to success in preventing further terrorism incidents from occurring within our jurisdictions. Better working relationships within the MCCA and at the federal level have developed because of the efforts of the intelligence commanders and the committee.

During 2012, Sheriff Gillespie and Chief Acevedo represented the MCCA on homeland security issues at various meetings, including:

- the Criminal Intelligence Coordinating Council (CICC) quarterly meetings in February, June, September and October 2012
- FBI in November to discuss the Joint Regional Intelligence Groups.
- Office of Director of National Intelligence Partners Board in March and October

A major goal for this year will be to find sustainment funding for the MCCA Intelligence Commanders group.

MCCA Criminal Intelligence Enterprise

In support of the national network of fusion centers, Joint Terrorism Task Forces (JTTFs), and Field Intelligence Groups (FIGs), this initiative intends to leverage the pre-existing infrastructure of the MCCA Intelligence Commanders Group to:

1. Establish better connectivity among state and local counterterrorism and intelligence units, locally led operations and fusion centers, and federally led operations.
2. Coordinate the development and sharing of local threat domain assessments so the collection center of each major locality can better address the specific threats that affect their communities.
3. Coordinate the development and sharing of state and local intelligence collection plans and intelligence tradecraft to ensure each major locality can collect crime and terrorism information effectively and appropriately.
4. Develop and deploy a secure, socially driven interface that closely resembles Facebook. Entirely different from an information sharing or suspicious activity-reporting platform, this tool will focus on enabling state and local intelligence and counterterrorism personnel to effectively network while still adhering to strict privacy guidelines.

2012 COMMITTEE REPORTS

Human Resources Committee

Under the leadership of Virginia Beach Chief Jim Cervera during the calendar year 2012, the Human Resources Committee (HRC) presented its written project, "Shifting the Culture From Avoidance to Addressing Police Suicide," to the MCCA in May 2012 at Grapevine, TX. The committee exchanged information with the two international LE agencies: HR liaison with Khoo Boon Hui, Senior Deputy Secretary, Singapore Ministry of Home Affairs and Interpol President, and the HR liaison with Manchester Police Chief Constable Fahy.

The HRC also provided information and exchanged policies on the following issues based on requests of the member agencies of the MCCA:

- School Resource Officers and Tasers
- Soliciting for assessors for promotional exams
- Policy on college credits and degrees for promotion to higher ranks
- Crime Prevention Unit
- Applicants for police officer who are HIV positive
- Use of vascular neck restraint
- Substance abuse
- Long term absence, arbitration and reinstating dismissed officers, and FMLA
- Distraction from MDT use or other communication devices
- Rail Transit System policing issues
- Leadership training
- Police Human Resource planning
- Excited Delirium training and procedures
- Response to requests for welfare checks on citizens
- ADA policy
- Fraternalizing policy
- Training/communication strategies for personnel issues involving difficult employees
- Data integration and integrity
- Axon Flex Camera System
- Civilianization
- Defensive tactics helmets and mats
- Automated license plate readers

2012 COMMITTEE REPORTS

Financial Managers

Except for three agencies in transition, every MCCA member agency has designated a command level individual to be its representative in the group. The vast majority of the agencies have participated in at least one activity during the past year, whether it is attending the annual conference, responding to the annual survey, requesting information, responding to a member survey, or participating in the white paper project.

Annual Conference

The group's 23rd annual conference was held in Cincinnati, Ohio from September 16-20, 2012. Attendance was the largest ever with 60 registrants representing 43 agencies. As part of the MCCA's relationship with the FBI Academy, the conference is also open to participating Major County Sheriff's agencies, and "alumni" (former members of those agencies and past attendees).

Surveys & Networking

Coordinated by Tom Mitchell of the Virginia Beach Police Department, the group conducted its annual survey/census of member agencies on a range of topics related to budgets, personnel, equipment, salary and benefits, and other topics of interest during the spring of 2012, with more than 45 agencies responding.

In addition, members responded to approximately 24 specific inquiries from member agencies. Many agencies are participating or have participated in new Enterprise Resource Planning (ERP) systems implementation by their host governments. As such, informal user groups of similar systems have been formed.

Website

A webpage for the financial management group has been developed and implemented on the Major Cities Chiefs website. Lisa Perez with the San Jose Police Department has been working with the group to make the website more robust for the membership.

White Paper

After consultation with Director Stephens, a white paper is being developed on Alarm Calls. At the request of MCCA sponsor Chief Charles McClelland of Houston, the next white paper topic to be pursued involves alternative responses to calls for service.

2012 COMMITTEE REPORTS

Financial Managers (continued)

Sharing Expertise

As a result of their participation in the group, Ron Villa with the San Diego Police Department and Larry Yium with the Houston Police Department were asked to share their expertise with outside groups the past year. Mr. Villa is participating in a working group with the Vera Institute regarding the use of cost benefit analysis for municipalities. Mr. Yium contributed to a Vera Institute working group regarding the cost/benefits of technology in the criminal justice system and served as a guest lecturer to the Caruth Police Institute in Dallas, Texas.

Forensic Science Committee

The Forensic Science Committee (FSC) was formally recognized as a standing MCCA committee in 2012. Its mission is to serve as leaders in the forensic science community, focusing on scientific and technical integrity while maintaining a focus on practical applications to law enforcement problems. The MCCA is committed to quality forensic services that provide both actionable intelligence to investigations and reliable results for the courtroom.

Utilizing a grant from the Motorola Corporation, the FSC:

- Provided a critical review of and proposed edits to S.132, congressional legislation proposing the creation of an Office of Forensic Science. The committee continues to work closely with Vermont Senator Patrick Leahy's staff in improving the legislation. The MCCA edits served as the foundation for a joint position paper the MCCA, International Association of Chiefs of Police (IACP) and *Association of State Criminal Investigative Agencies (ASCI)* issued to Senate staffers
- Met with representatives of the Innocence Project to discuss areas of concern and possible mutual interest in supporting and improving forensic science
- Developed a collection of position statements from the MCCA on topics of forensic interest at spring meeting of MCCA/FSC members, IACP & ASCIA representatives, and select academic professionals. The MCCA membership adopted these statements at its fall 2012 meeting

2012 COMMITTEE REPORTS

- Developed and submitted detailed position papers on select topic areas that expanded the general position statements. MCCA accepted these documents at its fall 2012 meeting
- Initiated a collaborative effort with Temple University to develop a forensic survey which will be submitted to the MCC membership in early 2013. This survey, unlike traditional forensic science surveys, will not focus on backlogs and case statistics. Rather, it will survey organizational structures, training resources, accreditation efforts, and other issues that will allow the MCCA/FSC to better understand the membership's needs and resource constraints. The goal is to develop MCCA products that may be shared with the membership to leverage resources to improve forensic services

The MCCA/FSC will continue its efforts into 2013 by:

- Completing and distributing the survey results
- Continuing collaboration with Senator Leahy's staff on S.132
- Evaluating and providing review comments to Senator Rockefeller's staff on his forensic bill
- Preparing draft letters for the MCCA to request meetings with the FBI to enhance the community's use of CODIS
- Exploring the development of a forensic science web resource for the MCCA
- Collaborating with IACP and ASCIA on forensic issues
- Providing support to the MCC membership, as needed, on forensic issues

2012 MCCA MEMBERS

Board Members

President

Commissioner Charles Ramsey,
Philadelphia Police Department

1st Vice President

Chief Chris Burbank,
Salt Lake City Police Department

2nd Vice President

Chief William Blair,
Toronto Police Service

Regional Representatives

Eastern Region

Commissioner Edward F. Davis
Boston Police Department

Chief J. Thomas Manger
Montgomery County Police
Department

Central Region

Chief Art Acevedo
Austin Police Department

Western Region

Chief William M. Lansdowne
San Diego Police Department

Canadian Region

Chief Marc Parent
City of Montreal Police Service

Executive Director

Darrel W. Stephens

Chief Art Acevedo
Austin Police Department

Chief Greg Allen
El Paso Police Department

Chief Steve Anderson
Metropolitan Nashville Police
Department

Director Toney Armstrong
Memphis Police Department

Sheriff Leroy D. Baca
Los Angeles County Sheriff's
Department

Commissioner Anthony W. Batts
Baltimore Police Department

Chief Charlie Beck
Los Angeles Police Department

Chief William Blair
Toronto Police Service

Chief Charles Bordeleau
Ottawa Police Service

Chief David Brown
Dallas Police Department

Chief Chris Burbank
Salt Lake City Police Department

Chief James A. Cervera
Virginia Beach Police Department

Chief Constable James Chu
Vancouver Police Department

Chief William Citty
Oklahoma City Police Department

Chief Devon Clunis
Winnipeg Police Service

Chief Steve Conrad
Louisville Metropolitan Police
Department

Chief James E. Craig
Cincinnati Police Department

Commissioner Thomas V. Dale
Nassau County Police Department

Commissioner Edward F. Davis
Boston Police Department

Chief Cassandra Deck-Brown
Raleigh Police Department

Director Samuel DeMaio
Newark Police Department

Commissioner Daniel Derenda
Buffalo Police Department

Chief John Diaz
Seattle Police Department

Chief Sam Dotson
St. Louis Metropolitan Police
Department

Chief Jerry Dyer
Fresno Police Department

Interim Chief Larry Esquivel
San Jose Police Department

Sir Peter Fahy, Chief Constable
Greater Manchester Police

Chief Edward Flynn
Milwaukee Police Department

Chief Darryl Forté
Kansas City Police Department

Chief Daniel Garcia
Phoenix Police Department

2012 MCCA MEMBERS

Sheriff Douglas C. Gillespie
Las Vegas Metropolitan Police
Department

Chief Jeffrey W. Halstead
Fort Worth Police Department

Chief Rick Hanson
Calgary Police Service

Chief Janeé Harteau
Minneapolis Police Department

Chief Rick Hite
Indianapolis Metropolitan Police
Department

Chief Kimberley Jacobs
Columbus Division of Police

Chief James W. Johnson
Baltimore County Police
Department

Chief Will Johnson
Arlington Police Department

Chief Chuck Jordan
Tulsa Police Department

Chief Howard A. Jordan
Oakland Police Department

Chief Louis M. Kealoha
Honolulu Police Department

Commissioner Raymond W. Kelly
New York City Police Department

Chief Rod R. Knecht
Edmonton Police Service

Chief Cathy L. Lanier
Metropolitan Police Department
Washington DC

Chief William M. Lansdowne
San Diego Police Department

Chief Chester L. Logan
Detroit Police Department

Chief Mark A. Magaw
Prince George's County Police
Department

Chief J. Thomas Manger
Montgomery County Police
Department

Superintendent Garry F. McCarthy
Chicago Police Department

Chief Charles A. McClelland, Jr.
Houston Police Department

Acting Chief Regina McDonald
City of Pittsburgh Bureau of Police

Chief Jim McDonnell
Long Beach Police Department

Chief Michael McGrath
Cleveland Division of Police

Chief William P. McManus
San Antonio Police Department

Chief Frank Milstead
Mesa Police Department

Chief Rodney Monroe
Charlotte-Mecklenburg Police
Department

Acting Chief Ed Roessler
Fairfax County Police Department

Chief Manuel Orosa
Miami Police Department

Chief Marc Parent
City of Montreal Police Service

Director J.D. Patterson
Miami-Dade Police Department

Commissioner Charles Ramsey
Philadelphia Police Department

Chief Mike Reese
Portland Police Bureau

Sheriff John H. Rutherford
Jacksonville Sheriff's Department

Chief Raymond Schultz
Albuquerque Police Department

Superintendent Ronal Serpas
New Orleans Police Department

Chief Sam Somers, Jr.
Sacramento Police Department

Chief Gregory Suhr
San Francisco Police Department

Chief George Turner
Atlanta Police Department

Chief Roberto A. Villaseñor
Tucson Police Department

Commissioner Edward Webber
Suffolk County Police Department

Chief Robert C. White
Denver Police Department

2012 FINANCIAL STATEMENT

December 31, 2011 and 2010

	<u>2011</u>	<u>2010</u>
ASSETS		
Current Assets		
Cash and Cash Equivalents	\$ 655,913	\$ 600,163
Grant Receivables	50,000	77,756
Prepaid Expenses	69,472	-
Total Current Assets	<u>775,385</u>	<u>677,919</u>
 Certificate of Deposit - Long Term	 <u>80,107</u>	 <u>74,146</u>
 TOTAL ASSETS	 <u>\$ 855,492</u>	 <u>\$ 752,065</u>
 LIABILITIES		
Accounts Payable	\$ 44,277	\$ 37,340
Accrued Liabilities	46,245	559
Deferred Grant Revenue	67,220	97,245
Deferred Sponsorship Income	90,000	-
Deferred Registration Fees	3,550	-
Deferred Dues	<u>-</u>	<u>61,600</u>
 TOTAL LIABILITIES	 251,292	 196,744
 NET ASSETS		
Unrestricted	586,980	555,321
Temporarily Restricted	<u>17,220</u>	<u>-</u>
TOTAL NET ASSETS	<u>604,200</u>	<u>555,321</u>
 TOTAL LIABILITIES AND NET ASSETS	 <u>\$ 855,492</u>	 <u>\$ 752,065</u>



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