Major Cities Chiefs Association is a professional association of police executives representing the largest cities in the United States, Canada and the United Kingdom. MCCA membership is comprised of chiefs and sheriffs of the 67 largest law enforcement agencies in the United States, ten largest in Canada and two in the United Kingdom. They serve 91.4 million people (70 US - 11.5 Canada – 9.9 UK) with a sworn workforce of 241,257 (162,425 US, 21,939 Canada, 56,893 UK) officers and non-sworn personnel.

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. Just as policing has evolved since that time, so has the MCCA. The MCCA Executive Board developed a three- to five-year strategic plan to ensure the continuous improvement of the MCCA. MCCA’s strategic goals are to:

- Guide national and international policy that affects public safety and major cities
- Develop current and future police executive leaders
- Promote innovation and evidenced-based practices in policing
Dear Members, Sponsors and Supporters:

I am pleased to present the Major Cities Chiefs Association (MCCA) 2014 Annual Report. The year was one of the most challenging for policing we have seen in many years. Officer-involved shootings and deaths touched off demonstrations across America that sometimes turned violent. National debates on police accountability brought to the forefront of national awareness the gap in the confidence of police between whites and minorities.

Chiefs in major cities across the country have stepped to the forefront to address these issues. They have reached out to their communities through forums, social media and news to demonstrate transparency. They have made strong commitments to using the latest technology such as body cameras to promote accountability and have led the way in the use of less lethal force options.

MCCA had a productive year. Our influence on national public policy issues continues to grow and we made significant progress on important initiatives. This report summarizes exciting projects and highlights other key accomplishments for the year, including:

**The President’s Task Force on 21st Century Policing.** President Barrack Obama created the task force to provide recommendations to him to enhance police community relationships. MCCA President Charles H. Ramsey was asked to serve as co-chair of the task force and Chief Roberto Villasenor was one of the members.

**Legislative Influence.** Our legislative committee, under the leadership of Chief Tom Manger and Charles DeWitt from the Lafayette Group, continued to play an important role on significant national public policy issues. MCCA adopted a policy position on marijuana legalization, sentence reform and the use of military equipment. MCCA also influenced the new immigration enforcement program.

**Intelligence Commanders.** MCCA was awarded a two-year $200,000 grant by the U.S. Department of Justice’s Bureau of Justice Assistance. The grant will support a series of joint meetings – two each year – of the MCCA’s Intelligence Commanders Group (ICG) and the Criminal Intelligence Coordinating Council (CICC).

Thank you for the important contributions you made to MCCA’s success in 2014 and for your continued engagement and support.

Darrel W. Stephens
Executive Director
**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.
Houston, Texas  
February 3-5, 2014  
Deputy/Assistant Chiefs Meeting  
February 3  

Agenda
- Officer Fatigue
- Union Leaders’ Perspectives on Collaboration
- Strategies for Youth
- Predictive Analytics
- Marijuana Legalization
- FBI Cyber Shield
- Education Based Discipline
- Officer Safety Education Campaign
- COPS Director Ron Davis
- Collaborative Reform

Attendance
Members 45  
LE Support 82  
Sponsors 57  
Total 184

San Francisco, California  
May 28-30, 2014  
With Police Executive Research Forum  
and FBI National Executive Institute Associates  

Agenda
- Commissioner Gil Kerlikowske – Customs and Border Protection
- Andrew McCabe – FBI Executive Assistant Director
- Francis X Taylor – Under Secretary Department of Homeland Security
- Director B. Todd Jones – Bureau of Alcohol, Tobacco and Firearms
- Civilian Oversight of Law Enforcement
- Lessons from the Boston Marathon Bombing
- Police Foundation Review of the Christopher Dorner Incident
- Private Sector Critical Security Issues

Attendance
Members 68  
NEIA 54  
LE Support 73  
Sponsors 91  
Total 286
2014 MEETINGS

Chicago, Illinois
August 7-8, 2014
Board Meeting

Agenda
• Board Elections
• Police Executive Leadership Institute
• Financial Report
• Investment Policy and Proposal
• Comprehensive Law Enforcement Review - DOJ
• Legislative/Policy Issues
• Assistant Chief Meetings
• Membership Request

Orlando, Florida
October 24-25, 2014
Deputy/Assistant Chiefs Meeting
October 23

Agenda
• Police encounters with people in crisis
• Washington Navy Yard After-Action Report
• Las Vegas Officers ambushed
• Hartford Consensus
• Partnership to Prevent Gun Violence
• Smart policing
• Ebola preparation
• Memphis Blue Flu
• Marijuana legalization
• Police response in Ferguson
• Austin PD cardiac screening initiative
• Cure the Violence
• Terrorism 2014 - ISIS

Attendance
Members 63
LE Support 167
Sponsors 70
Total 300
**The President’s Task Force on 21st Century Policing**

President Barrack Obama signed an executive order on December 18, 2014 that created the President’s Task Force on 21st Century Policing. MCCA President Charles H. Ramsey was appointed co-chair of the task force along with George Mason professor and former Department of Justice (DOJ) assistant attorney Laurie Robinson. The task force was charged with making recommendations to the president on how policing practices can promote effective crime reduction while building public trust. Tucson Chief Roberto Villasenor was appointed to the task force and Executive Director Darrel W. Stephens served as a technical advisor.

**DOJ Law Enforcement Review**

In response to continued calls for a President’s Commission to examine the criminal justice system, Attorney General Eric Holder created a comprehensive Law Enforcement Review process as a first step. The LE Review was designed to review relevant literature and develop a picture of the state of policing since the 1965 President’s Commission on Law Enforcement and the Administration of Justice. Police associations were invited to take an active part in the review. Eight topical workgroups have been established to conduct the review. MCCA had at least three representatives on each of the work groups. While the effort was somewhat overshadowed by the President’s Task Force on 21st Century Policing, a report on the work is expected to be published in mid-2015.

**BJA Executive Session on Police Leadership**

Darrel Stephens serves as project director for the Bureau of Justice Assistance (BJA) Executive Session on Police Leadership. The project focuses on creating material to support leadership development at both the individual and institutional levels.

Material is available on the project website, bjaexecutivesessiononpoliceleadership.org/, which was launched in October 2014. Improving the website and adding content will be ongoing. Much of the material on the site is particularly relevant to the community trust and confidence challenges police are facing today.
Ferguson, MO Assistance

The Office of Community Oriented Police Services (COPS Office) Director Ron Davis asked MCCA executive director Darrel Stephens to assist the Ferguson city manager and police chief improve community engagement. Stephens conducted two site visits and developed 10 recommendations for improving community engagement and communications.

COPS/BJA Officer Safety and Wellness Group — $150,000

MCCA received a $150,000 grant from COPS Office/BJA to facilitate the work of an Officer Safety and Wellness (OSW) group. Research was conducted on gunfire deaths and injuries and developing a culture of safety and wellness. Meetings were held on both topics with the OSW Group.

MCCA will produce a report for publication on each topic. In addition MCCA produced a guide that was published by the COPS Office in October 2014 entitled *Making Officer Safety and Wellness Priority One: A Guide to Educational Campaigns.*

Criminal Intelligence Commanders Initiative - $200,000 BJA Grant

MCCA was awarded a two-year, $200,000 BJA grant in support of a series of joint meetings — two a year — of the MCCA’s Intelligence Commanders Group (ICG) and the Criminal Intelligence Coordinating Council (CICC). These meetings will be supplemented by policy papers on topics of mutual interest to both groups, such as the de-confliction of operations. The collaboration of the two criminal intelligence entities will ultimately produce policies and recommendations that will be presented to the Major Cities Chiefs for adoption. The grant will strengthen criminal intelligence practices at the state and local levels by introducing policies initially developed by the CICC and informed by the ICG into the operations of local criminal intelligence units. The grant, which is supported by Lafayette Group, also creates the first formal policy-level connection between the CICC and the ICG.
Leadership in a New Economy: Sustaining Community Policing - $50,000

With the support of a $50,000 grant from the COPS Office, MCCA looked at how community policing was faring in the face of the 2008 Great Recession. In addition to an extensive literature review, MCCA conducted a survey of member agencies and the Charlotte-Mecklenburg police department hosted a conference to discuss the findings. A white paper was prepared and submitted to the COPS Office for publication.

Leadership Development for Senior Police Executives - $100,000

MCCA was awarded a COPS Office grant for $100,000 under the Catalyst Award program. This will focus on conducting three roundtable discussions across the US for senior level law enforcement executives. Work on the project will begin April 2015. The roundtable discussions will focus on areas such as:

- Developing Community Trust and Confidence
- Officer Safety and Wellness
- Working with Political Leadership
- Strategic Communications
- Managing Technology
- Security and Privacy
- Wrongful Convictions
- Working with Union Leaders
- Immigration Challenges
- Impact of Marijuana Policy Changes
- Drive to Save Lives Summit

Reducing Traffic-Related Fatalities

The International Association of Chiefs of Police (IACP) and MCCA co-sponsored a summit aimed at reducing traffic-related fatalities held at IACP headquarters in Alexandria, VA on July 17, 2014. Participants included representatives from MCCA, IACP, state police, highway patrol officials and the U.S. Department of Transportation.

Active Shooter/Critical Incident Response Roundtable

MCCA held a roundtable discussion on January 30, 2014 at the PEW Conference Center in Washington, DC to discuss lessons learned from active shooter and other critical incidents. Seventeen MCCA agencies participated in the discussion and shared their experiences with the group.
Designed for aspiring chiefs in the largest cities in North America, PELI is possible through a partnership between MCCA, the Teleos Leadership Institute and the Holocaust Memorial Museum in Washington DC with financial support from the Motorola Foundation. PELI was launched in September 2013 with a cohort of 14 deputy/assistant chiefs from MCCA agencies in the United States and Canada. That group completed the program in March 2014. A second cohort of 17 members began the 7-month program in September.

PELI has three key components:

- **Leadership Seminars.** There are two three-day seminars that feature highly interactive sessions combining knowledge and skills development with opportunities for engaging with experienced police executives. Motorola hosts the first session at its Innovations Center. The seminars provide participants’ with contact with their mentors and classroom sessions with experienced chiefs who share their experiences and views on a wide range of topics. The second seminar is held at the Holocaust Museum in Washington DC. This seminar includes sessions on resonant leadership and social awareness, ethics and leadership in a democratic society, Holocaust Museum tour and discussion, perspectives on police and race, building and sustaining public confidence and the development of a leadership learning plan.

- **Mentor Relationship.** Each class member is paired with an experienced chief who serves as a mentor. Participants meet with their mentors during the first seminar and later travel to the mentor’s community where they spent three or four days with their mentor and the agency. The visit provides both substantial one-on-one time and the opportunity to observe a successful leader in their own environment.
- **Problem Presentation.** Each PELI participant identifies and provides a brief written description of a significant problem or challenge they are facing in their agencies. Each problem is assigned to another member of the class. Participants develop a presentation for the class and seminar faculty in which they assume the role of a candidate for a chief’s position and describe how they would resolve the problem.

Another important aspect of PELI is the relationship participants develop with each other. Many of these individuals will become chiefs; the relationships they develop in PELI will serve as resources for them as they wrestle with the enormous challenges of leading major city police agencies.

### 2014-15 PELI Cohort Participants and Mentors

<table>
<thead>
<tr>
<th>Participants</th>
<th>Mentors (Chiefs)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mike Brown – Salt Lake City</td>
<td>Art Acevedo - Austin</td>
</tr>
<tr>
<td>Henry Stawinski – Prince Georges</td>
<td>Bill Blair - Toronto</td>
</tr>
<tr>
<td>Ken Bernard – Sacramento</td>
<td>Chris Burbank – Salt Lake City</td>
</tr>
<tr>
<td>Christine Coulter - Philadelphia</td>
<td>Jane Castor - Tampa</td>
</tr>
<tr>
<td>Anthony Trevino – San Antonio</td>
<td>Jim Chu – Vancouver</td>
</tr>
<tr>
<td>Danielle Campbell - Edmonton</td>
<td>Cassandra Deck=Brown - Raleigh</td>
</tr>
<tr>
<td>Brian Manley – Austin</td>
<td>Ed Flynn - Milwaukee</td>
</tr>
<tr>
<td>Juan Perez – Miami-Dade</td>
<td>Art Acevedo - Austin</td>
</tr>
<tr>
<td>Danielle Outlaw - Oakland</td>
<td>Kim Jacobs – Columbus</td>
</tr>
<tr>
<td>Richard Bash – Columbus</td>
<td>Rod Knecht - Edmonton</td>
</tr>
<tr>
<td>Jaime Ayala – Arlington</td>
<td>Tom Manger – Montgomery County</td>
</tr>
<tr>
<td>Todd Fasulo – Las Vegas</td>
<td>Garry McCarthy - Chicago</td>
</tr>
<tr>
<td>Mark Timpf - Tucson</td>
<td>Charles McClelland – Houston</td>
</tr>
<tr>
<td>Eric Ward - Tampa</td>
<td>Rodney Monroe – Charlotte-Mecklenburg</td>
</tr>
<tr>
<td>Charles Muller – Phoenix</td>
<td>Chuck Ramsey – Philadelphia</td>
</tr>
<tr>
<td>Luther Reynolds – Montgomery</td>
<td>George Turner – Atlanta</td>
</tr>
<tr>
<td>Fady Dagher - Montreal</td>
<td>Roberto Villasenor - Tucson</td>
</tr>
</tbody>
</table>
Legislative – Chief Tom Manger, Chair

This committee works with Congress and the Administration on behalf of the MCCA to influence legislation and policies related to law enforcement, crime, and public safety issues, including funding for law enforcement, grants and information sharing measures. The MCCA retains the Lafayette Group as its full-time representative in Washington.

In 2014, MCCA took action on a variety of issues to support and oppose certain actions, including:

**Support/Advocacy**

- Appointments and nominations: Loretta Lynch, U.S. attorney general; Michael Botticelli, director of the Office of National Drug Control Policy; B. Todd Jones, director, Bureau of Alcohol, Tobacco, Firearms, and Explosives, Department of Justice; Gil Kerlikowske, commissioner, U.S. Customs and Border Patrol, Department of Homeland Security; Leon Rodriguez, director, U.S. Citizen and Immigration Services, Department of Homeland Security; General Francis X. Taylor, Under Secretary, Intelligence & Analysis, Department of Homeland Security; Sarah Saldaña, assistant secretary and director, U.S. Immigration and Customs Enforcement, Department of Homeland Security; Terry Gainer, director of the U.S. Secret Service
- Reauthorization of Bulletproof Partnership Grant Program
- Adding murder or attempted murder of a first responder to list of aggravating factors in consideration of death penalty
- Legislative testimony on foreign fighters

**Oppose**

- Reintroduction of Smarter Sentencing Act
- Clean funding bill for the Department of Homeland Security for FY 15
- Limit marketing of certain drugs to minors
- Comprehensive sentencing and reentry services reform for federal prison system
- Reform of asset forfeiture system
- Measures to decrease prescription pain medicine abuse at pharmacies
- Qualifications for the Kelsey Smith Act
- Reauthorization of Victims of Child Abuse Protecting Domestic Violence and Stalking Victims Act of 2013
- Stop Advertising Victims of Exploitation Act
- Healthy Minds for Safer Communities Act, working to reduce gun violence
- Sudden Unexpected Death Data Enhancement and Awareness Act
- Anti-Caller ID Spoofing measures
- Mandating kill switch technology in mobile devices as an anti-theft mechanism
- COPS Office funding
- Enhancing 9-1-1 call location accuracy

**Oppose**

- REDEEM Act, a misguided “one size fits all approach” to sentencing reform
- Rider language in the 2015 Appropriations bill that would limit law enforcement’s ability to conduct narcotics and other criminal investigations
- Any language that would prevent the Bureau of Alcohol, Tobacco, Firearms and Explosives from conducting critical investigations and from using legally required gun sales information
- Sentencing reform that did not include public safety protocols to exclude the worst offenders from sentence reduction hearings
- Misguided regulations from the Financial Crimes Enforcement Network regarding funds from the sale of marijuana
- Joined in broad opposition to FEMA’s misguided attempts to again implement the National Preparedness Grant Program
Homeland Security/Intelligence Commanders – Sheriff Doug Gillespie, Chair, and Chief Art Acevedo, Co-Chair

The Homeland Security Committee works to refine and clarify MCCA’s position on homeland security issues at the local, state and Federal levels. The Intelligence Commanders Group (MCCICG) assists the MCCA in strengthening and coordinating the intelligence capabilities and operations of law enforcement agencies in the major metropolitan areas of the United States and Canada.

The Homeland Security Committee convened at each of the MCCA meetings. Invited guests included officials from the FBI and DHS. Federal agencies presented reports and members discussed threats and efforts underway to prevent and interdict potential attacks. The Committee has communicated concerns to both DHS and the FBI regarding sharing of information; support for fusion centers; JTTF MOUs; and the organization of DHS intelligence functions.

The Appropriations committees of both the House and the Senate have included language for FY 15 that describes and supports the CIE. Congress has directed DHS to prepare and submit a report on support for CIE and MCCA were asked to submit a budget for funding to be included in the FY 16 budget for DHS.

Highlights

- Addressed role of DHS Assistant Secretary for Law Enforcement
- Explored use of surplus military equipment
- Evaluated “Going Dark” legislation regarding surveillance technology
- Examined privacy legislation restricting intelligence operations, new warrant requirements
- Addressed appropriations for homeland security programs: UASI and LETPP
- Continued development of the Criminal Intelligence Enterprise (CIE), a national initiative led by MCCA and the Major County Sheriffs Association (MCSA) is resulting in strengthening collaboration among local, state and federal law enforcement agencies. The intelligence commanders are working with DHS to finalize a CIE portal for rapid information exchange and improved situational awareness. It is comprised of two key objectives, increase law enforcement connectivity and institutionalize information exchange. The initiative has received unanimous support from the MCCA, MCSA, the National Fusion Center Association, the FBI and the U.S. Department of Homeland Security.
The Human Resources Committee (HRC) presented its 2014 project, “Serve Better by Reflecting the Community; Recruiting, Hiring, and Developing Targeted Demographics,” to the MCCA in October 2014. This paper discusses the various approaches the committee’s members have considered and/or implemented to attract, recruit, and retain individuals from diverse communities to join the law enforcement ranks.

The HR Committee meeting in October 2014 at Orlando kicked off the 2015 project on community engagement. The HRC also provided information and exchanged policies and procedures on the following issues based on requests from MCCA member agencies:

### Highlights

- Precision Immobilization Technique (PIT) Policies
- Denial Criteria for new police hires
- Job description: Cataloguing body camera videos, open records and media requests
- Community Policing best practices, policies, training and development
- Installing LED lighting in high crime areas
- Diversity Management Unit
- Ebola Virus Disease
- Dog Shooting
- Recruiting Unit
- Chief of Staff Position
- Dashboard and Body Camera
- Videotaping oral interviews for police officer and promotional processes
- Payroll processing position
- Police psychologists
- Use of drones
- Volunteer programs
- Lost equipment policies
- Transgender policies
- Alcohol and substance abuse
- Incentives for entry level applicants
- Police recruiting process, testing
- Recruit screening questions
- Records management system
- Transit police/Light rail officers
- Training record keeping

### Highlights

- Entry pay for police recruits
- Random alcohol testing for sworn personnel
- Policies related to officers carrying fixed blade knives
- Use of blackjacks or slapjacks
- Strikes/Labor disputes
- Wheelchair transportation
- Critical incident stress management
- Post incident debriefings, ongoing counseling, fitness evaluations
- Tactical first aid responders
- Firearms range staffing
- Community service officer position
- Patrol work schedules
- K-9 vests
- Tuition assistance
- Injury reduction efforts
- Mentoring programs
- Officer involved shootings
- Job related injury costs
- Officers assigned to quality of life issues
- Hiring retired officers for part time work
- Physical abilities tests, annual and rehire
- Education based discipline
- Police applicants and the polygraph
- Officer mortality
- Mentoring
- Tenure caps on sworn officers in specialty assignments
The goals of this group are to:

- Provide an information and peer network of police officials in command positions who are responsible for police financial-related matters
- Provide opportunities to develop leadership skills and technical knowledge
- Network with assistant directors of federal agencies and other organizations that impact police financial issues such as those with the COPS Office, Department of Justice, Department of Labor, and major service providers to large local policing agencies
- Share technical guidance and best practices with other law enforcement agencies

**Annual Conference**

Approximately 50 members attended the group’s 2014 conference. The annual conference is open to MCCA agencies, participating Major County Sheriffs’ agencies, and “alumni” (former members of those agencies and past attendees) still working with a law enforcement agency/capacity.

**Sharing Expertise**

Several group members were invited to share their expertise with outside groups. Ron Villa (formerly with the San Diego Police Department) participated in a Vera Institute project regarding the use of cost benefit analysis for local criminal justice systems. Larry Yium (Houston Police Department) was as a guest lecturer in the Caruth Police Institute in Dallas, Texas. A one-day financial management seminar was held in Prince George’s County, Maryland for primarily non-MCCA agencies with about two dozen in attendance. Instructors were Andy Dorr (COPS Office) Karen Keller (retired, Las Vegas Metro), Greg Crystal (Charlotte-Mecklenburg Police Department) and Larry Yium. At least two Canadian agencies and agencies in California have or attempting to establish networks with smaller agencies in their region; sharing some of the information produced by the group.

**Financial Management Group - Chief Charles McClelland, Jr., Executive Sponsor and Larry Yium, Presiding Chair**

**Highlights**

- Coordinated by Tom Mitchell (Virginia Beach Police Department), the group conducted its annual survey/census of member agencies in regards to a variety of topics related to the financial, personnel, equipment, salary and benefits; more than 45 agencies responded
- A project launched in 2014 with the management/accounting firm of KPMG, Chicago Office is examining the performance measures MCCA agencies use
- Members responded to more than 20 specific inquiries from MCCA agencies. Topics with most interest were body-worn cameras and quartermaster operations
- A webpage for the financial management group has been developed and being implemented on the MCCA website. Lisa Perez (San Jose Police Department) is working with the group to make the website more robust
- The group is working to complete a white paper on alarm calls. A second group has begun working on a white paper on balancing technology and staffing. These papers are being coordinated by Rick Prater (Tucson Police Department) with assistance from University of Arizona students
Forensic Science Committee – Michael Garvey, Chair

As leaders in the forensic science community, the members of the Forensic Science Committee emphasize scientific and technical integrity while maintaining a strong focus on practical solutions to law enforcement challenges. The committee’s work is supported by a grant from the Motorola Foundation.

Collaboration and Leadership
The MCC FS hosted a meeting at the Philadelphia Police Department’s Office of Forensic Science to discuss current trends in forensic science, develop legislative positions, and provide a forum for continued collaborative efforts with other partner organizations: the International Association of Chiefs of Police (IACP), the Association of State Criminal Investigative Agencies (ASCLA), and the American Society of Crime Lab Directors (ASCLD).

Forensic Legislation and National Committees
MCCA continues to coordinate on all national forensic issues, including legislative support and interactions with the newly formed National Commission on Forensic Science (NCFS). The MCCA FSC provided multiple comments, edits and reviews throughout the year on the following:

- SAFER Act
- Forensic Science Reform Act: a bill that will properly support and improve forensic science across the nation
- Forensic Science and Standards Act

Membership Outreach
The FSC responded to requests for assistance from multiple MCCA member agencies, providing technical or policy advice, sample protocols, and other documentation. For example, MCCA was able to help identify material or contacts to assist member agencies in preparing for forensic science accreditation or the adoption of a new technology.

Highlights

- MCCA serves as primary and initial sponsor of National Forensic Science Week. Joined by other major law enforcement and forensic science organizations, MCCA members and their labs hosted various events to inform policy makers, engage communities and acknowledge forensic staff
- Participated in discussions with FBI on future of Rapid DNA technologies, uploading regulations and access to CODIS, outsourcing efforts in DNA, and ability to better utilize DNA to produce actionable intelligence
- The first technology transfer study was begun: A study of Rapid DNA technologies conducted by the Philadelphia and Miami Metro police departments and the Colorado Bureau of Investigation (CBI)
- Completed draft survey on forensic services that will be submitted to MCCA member agencies for completion in 2015
- Initiated various projects/position papers to be completed and issued in 2015
  - Forensic Science’s role in active shooter, bombings and other mass disasters. Planning for the aftermath
  - Technical Intelligence: the application of forensic science data to generate actionable intelligence for investigations
MAJOR CITIES CHIEFS ASSOCIATION

STATEMENTS OF FINANCIAL POSITION
December 31, 2013 and 2012

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<td>Current Liabilities</td>
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<td>136,213</td>
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<tr>
<td><strong>TOTAL LIABILITIES</strong></td>
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<td>136,213</td>
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<td>Unrestricted</td>
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<td><strong>TOTAL NET ASSETS</strong></td>
<td>789,878</td>
<td>783,259</td>
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<td><strong>TOTAL LIABILITIES AND NET ASSETS</strong></td>
<td>$1,011,955</td>
<td>$919,472</td>
</tr>
</tbody>
</table>
Executive Director
Darrel W. Stephens

Associate Director
Patricia Williams

General Counsel
Jacqueline Daley, Esq.

Lafayette Group
Chuck DeWitt

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
Chief Jane Castor
Tampa Police Department

Chief J. Thomas Manger
Montgomery County Police Department

Central Region
Chief Art Acevedo
Austin Police Department

Chief Steve Anderson
Metropolitan Nashville Police Department

Director Toney Armstrong
Memphis Police Department

Commissioner Anthony W. Batts
Baltimore Police Department

Chief Charlie Beck
Los Angeles Police Department

Chief Jeffrey Blackwell
Cincinnati Police Department

Chief William Blair
Toronto Police Service

Chief Charles Bordeleau
Ottawa Police Service

Commissioner William Bratton
New York City Police Department

Chief David Brown
Dallas Police Department

Chief Chris Burbank
Salt Lake City Police Department

Chief Jane Castor
Tampa Police Department

Chief James A. Cervera
Virginia Beach Police Department

Chief Constable James Chu
Vancouver Police Department

Chief Art Acevedo
Austin Police Department

Chief Greg Allen
El Paso Police Department

Chief Steve Conrad
Louisville Metropolitan Police Department

Chief William Citty
Oklahoma City Police Department

Chief Devon Clunis
Winnipeg Police Service

Chief Steve Conard
Canadian Region
Chief Marc Parent
City of Montreal Police Service

Chief William Citty
Oklahoma City Police Department

Chief Devon Clunis
Winnipeg Police Service

Chief Steve Conard
Louisville Metropolitan Police Department

Chief James E. Craig
Detroit Police Department

Chief Cassandra Deck-Brown
Raleigh Police Department

Commissioner Daniel Derenda
Buffalo Police Department

Directeur Michel Desgagnés
Service de police Ville de Québec

Chief Sam Dotson
St. Louis Metropolitan Police Department

Chief Jerry Dyer
Fresno Police Department

Chief Gordon Eden
Albuquerque Police Department

Chief Larry Esquivel
San Jose Police Department

Chief Jennifer Evans
Peel Regional Police

Commissioner William Evans
Boston 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

Sheriff Douglas C. Gillespie  
Las Vegas Metropolitan Police Department

Chief Jeffrey W. Halstead  
Fort Worth Police Department

Chief Rick Hanson  
Calgary Police Service

Superintendent Michael Harrison  
New Orleans Police Department

Chief Janeé Harteau  
Minneapolis Police Department

Chief Rick Hite  
Indianapolis Metropolitan Police Department

Sir Bernard Hogan-Howe, Commissioner  
London Metropolitan Police Service

Chief Kimberley Jacobs  
Columbus Division of Police

Chief James W. Johnson  
Baltimore County Police Department

Chief Will Johnson  
Arlington Police Department

Acting Chief Terry Jones  
Aurora Police Department

Chief Chuck Jordan  
Tulsa Police Department

Chief Louis M. Kealoha  
Honolulu Police Department

Chief Rod R. Knecht  
Edmonton Police Service

Acting Commissioner Thomas Krumpeter  
Nassau County Police Department

Chief Cathy L. Lanier  
Metropolitan Police Department  
Washington DC

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 William P. McManus  
San Antonio Police Department

Chief Frank Milstead  
Mesa Police Department

Chief Rodney Monroe  
Charlotte-Mecklenburg Police Department

Chief Kathleen O’Toole  
Seattle Police Department

Chief Daniel J. Oates  
Aurora 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

Chief Edwin Roessler, Jr.  
Fairfax County Police Department

Sheriff John H. Rutherford  
Jacksonville Sheriff’s Department

Chief Todd Schmaderer  
Omaha Police Department

Interim Sheriff John Scott  
Los Angeles County Sheriff’s Department

Chief Sam Somers, Jr.  
Sacramento Police Department

Chief Gregory Suhr  
San Francisco Police Department

Chief George Turner  
Atlanta Police Department

Director Eugene Venable  
Newark Police Department

Chief Roberto A. Villaseñor  
Tucson Police Department

Commissioner Edward Webber  
Suffolk County Police Department

Interim Chief Sean Whent  
Oakland Police Department

Chief Robert C. White  
Denver Police Department

Chief Calvin Williams  
Cleveland Division of Police

Chief Shely Zimmerman  
San Diego Police Department