MCCA is a professional association of chief police executives representing the largest cities in the United States and Canada. MCCA membership is comprised of chiefs and sheriffs of the 69 largest law enforcement agencies in the United States and 10 largest in Canada. They serve 81.9 million people (70.4 US – 11.5 Canada) with a workforce of 185,183 (163,244 US - 21,939 Canada) officers and non-sworn personnel.

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) 2016 Annual Report.

Policing continued to face significant challenges in 2016.

- Violent crime increased in many major cities in both the United States and Canada. Homicide jumped 10.7% in the US and 15% in Canada in 2016 on the heels of increases of 15.4% in the US and 3% in Canada in 2015.
- Police officer safety – in 2016, 135 officers lost their lives in the line of duty; 64 were killed with firearms and 21 were ambushes.
- Terrorism continued to be a threat in 2016 with attacks on several major cities.
- Major cities saw an increase in demonstrations in response to political and social issues. In Milwaukee and Charlotte violence broke out during demonstration over officer involved shootings.
- As a part of the presidential campaign in 2016 the role of local police in immigration enforcement was very much a part of the debate.
- Many major cities are experiencing difficulty finding enough qualified candidates to fill vacant positions.
- Opioid overdose deaths increased to over 33,000 in 2016.
- Public confidence in the police improved in 2016 but continues to be significantly lower among African Americans.

MCCA continued its work in 2016 to respond to these challenges and contribute to the improvement of policing. These challenges were agenda items at our three annual meetings to brief chiefs on specific events and discuss the broader implications for policing.

In 2016 MCCA’s influence on national public policy issues continued to grow and significant progress was made on important initiatives. This report summarizes these exciting projects and highlights other key accomplishments for the year.

Thank you for the important contributions you made to MCCA’s success in 2016 and for your continued engagement and support.

Darrel W Stephens
Executive Director
Vision and 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.

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.

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.
San Antonio, TX
February 4-5, 2016
Winter Meeting

Agenda
- San Bernardino Attack
- Getting Fired
- Counterterrorism
- Officer Involved Shooting
- Police Officer Fatigue
- White House Data Initiative
- Paris Attack
- Officer Ambushes
- Immigration
- Marijuana Legalization

Attendance
MCCA Members 47
LE Support 88
Sponsors 77
Total 212

New York
May 24-27, 2016
With PERF and FBI NEIA

Agenda
- Minneapolis Demonstrations
- NYPD Technology Innovations
- OIS Data Collection
- Fatal Shootings in 2015
- Early Intervention
- LEO Near Miss
- Vancouver Mental Health Initiatives
- Civilian Oversight
- PERF Town Hall
- Preparing for the Unthinkable
- Ted Koppel

Attendance
MCCA 60
LE and NEIA 149
PERF 220
Sponsors 90
Total 519

2016 Meetings
Chicago, Illinois
August 4-5, 2016
Annual Board Meeting

Agenda
- Budget Report
- Audit Report
- Board Elections
- Meetings Review
- PELI Program
- ConBop Meeting App
- Racial Tension
- Legislative Issues

San Diego
October 14-15, 2016
Fall Meeting

Agenda
- Mayor Mitch Landrieu, New Orleans
- Police Cyber Attacks
- The Shadow Economy
- Pulse Nightclub Terrorist Attack
- Restorative Justice
- Policing Challenges in Major Cities
- The Dallas Attack
- FBI Director James Comey
- Risk Management
- Cardiovascular Disease
- Officer Motor Vehicle Crashes

Attendance
Members 69
LE Support 334
Sponsors 110
Total 513

2016 Meetings
**Body Worn Cameras**

Almost all MCCA agencies are purchasing body worn cameras (BWC), and many have outfitted all patrol officers with them. MCCA partnered with the Major County Sheriffs’ Association (MCSA) and Department of Homeland Security to conduct a members’ survey that examines the technology and interoperability challenges involved in implementing BWC programs.

More than 175 people attended a symposium, *Body-Worn Cameras: Building a Secure and Manageable Program for Law Enforcement*, held in Washington, DC on January 21, 2016. MCCA partnered with the Police Foundation, International Association of Chiefs of Police (IACP) and SafeGov.org to develop the event.

MCCA partnered in the American Bar Association’s (ABA) Criminal Justice Section Task Force on Body Worn Cameras. The Task Force focused on the policy issues associated with the implementation of a body worn camera program.

**Violent Crime Data Collection**

Collection of violent crime data continued quarterly throughout 2016. The year-end report (2016/15) showed that homicides had increased by 10.7% in the US and 15% in Canada.

Although the increases were concentrated in a few cities, 40 cities in the US and 4 in Canada reported increases in homicide. Major cities in both countries reported increases in rape, robbery, aggravated assault and non-fatal shootings.

**2016 Projects**

- **Officer Involved Shooting Data Collection**
  MCCA partnered with the Police Foundation to create a database of officer involved shootings (OIS) in major cities in the US and Canada. Work to gather information on OIS for 2015 and 2016 began in March 2016. Some agencies are also providing 2014 data. At the end of 2016, the database contained 649 cases submitted by 57 MCCA agencies.

  The Police Foundation prepares quarterly reports that provide updates on the database and an analysis of a specific topic. The 2016 third quarter report focused on the experience of officers involved in the shootings.

- **Deconfliction**
  The Intelligence Commanders Group, with Bureau of Justice Assistance (BJA) staff, finalized a white paper about the deconfliction of targets and cases. The draft of the paper was distributed for final comments and the group developed the plan for subsequent papers on Going Dark and social media. A draft of a white paper on the Going Dark encryption issue is complete.

  The Nassau County Police Department and the Naval Postgraduate School provided presentations on both subjects that led to a roundtable discussion of experiences and what needs agencies have in these areas. BJA Associate Deputy Director with the National Policy Office Patrick McCreary attended and provided an update on BJA activities and offerings relevant to the Intelligence Commanders.

- **2016 Projects**
Public Safety and Policing in Nightlife Districts

MCCA partnered with the Responsible Hospitality Institute (RHI) and the Charleston Police Department to host a leadership summit in Charleston February 28–March 1, 2016. Police, economic development and governmental officials came together to share experiences on policing nightlife districts.

A growing number of cities have found that strategic deployment methods, specialized training, and particular personality traits in officers can help deescalate conflicts and prevent crime. Proactive public safety also requires a continuum of collaborative partnerships with various enforcement and regulatory agencies responsible for the businesses in these districts.

FBI Use of Force Task Force

The FBI established a task force to develop a process for collecting data on officer use of force on a national basis. Task Force members included representatives from seven police associations and other law enforcement organizations. The group met several times in 2016 to work with the FBI to identify and define the variables that will be collected. The use of force data collection system will be tested the first two quarters of 2017 and is expected to go live in the 3rd quarter of 2017.

Community Oriented Policing Services (COPS) Grants

MCCA initiated two new projects in 2016 with funding support from the COPS Office. One focuses on civilian oversight of police in major cities. A white paper, based on a survey of MCCA members and a roundtable discussion, will be written that addresses the challenges and issues associated with civilian oversight.

The second project looks at how MCCA agencies are implementing the President’s Task Force on 21st Century Policing recommendations for independent investigations of officer-involved shootings. The project budget is $75,000 and will support a survey of departments on their investigative practices and a roundtable discussion.

Improving Response to Violent Crime in the United States

Supported by the Joyce Foundation, MCCA worked with the Police Foundation to examine how federal law enforcement and prosecutors can work more strategically and effectively with local law enforcement to prevent and reduce violent crime.

The project also considered how they can be more accountable for local impacts as opposed to broad national statistics and outputs. The project resulted in 25 policy recommendations for firearms violence and prioritization of violent crime within the US Department of Justice’s agencies.

2016 Projects
MCCA partners with the Teleos Leadership Institute and the Holocaust Memorial Museum in Washington DC and receives financial support from the Motorola Foundation to host PELI. It was first launched in 2013 with a cohort of deputy/assistant chiefs from MCCA agencies in the United States and Canada. A second group finished the program in March 2015 and a third class finished in March 2016. The fourth class completes the program in March 2017.

PELI contains three key components:

**Leadership Seminars.** There are two, four-day, highly interactive seminars that combine knowledge and skill development with opportunities for engaging with experienced police executives. The first session, held at the Motorola Innovations Center, focuses on emotional intelligence, resonate leadership, leading in a global environment, policing today and the future. Participants also connect with their mentors. The second seminar is held at the Holocaust Museum in Washington DC. It focuses on social awareness, ethics and leadership in a democratic society, Holocaust Museum tour and discussion, perception, bias, perspectives on police and race, building and sustaining public confidence and development of a leadership learning plan.
Police Executive Leadership Institute

**Mentor Relationship.** Each member of the class is matched with an experienced chief who serves as a mentor. Participants meet with their mentors during the first seminar and in between the leadership seminars travel to the mentor’s community where they spent 3 or 4 days with their mentor and the agency. The visit provides significant one-on-one time with the mentor and the opportunity to observe a successful leader in their own environment. Problem Presentation. PELI participants identify and provide 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.

**Participant Relationships.** Another important aspect of PELI is the relationship participants develop with each other. Many of these individuals will be successful in their efforts to become a chief and the relationships they develop in PELI will serve as resources for them as they wrestle with the enormous challenges of leading a major city police agency.

Thirteen PELI participants have become a chief or sheriff: Mike Brown – Salt Lake City; Matt Clark, University of Minnesota; Fady Dagher, Longueuil, Quebec; Rodolfo Llanes, Miami; Joe Lombardo, Las Vegas; Juan Perez, Miami-Dade; Kerr Putney, Charlotte-Mecklenburg; Fred Ross, Utah Transit Authority; Richard Ross, Philadelphia; Hank Stawinski, Prince George’s County; Eric Ward, Tampa; John Escalante, Northeastern Illinois University, and; Jessica Robledo - Pflugerville Texas.

**The 2016/17 PELI participants and mentors:**

<table>
<thead>
<tr>
<th>Participant</th>
<th>Mentor</th>
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<tbody>
<tr>
<td>Ariel Artime - Miami-Dade</td>
<td>Art Acevedo – Houston</td>
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<td>Ramon Batista - Tucson</td>
<td>James Craig – Detroit</td>
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<td>Kenneth Corey - New York</td>
<td>Ed Flynn – Milwaukee</td>
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<td>William Dean - Virginia Beach</td>
<td>Bill City – Oklahoma City</td>
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<td>Jeff Estes – Charlotte-Mecklenburg</td>
<td>Will Johnson – Arlington</td>
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<tr>
<td>Troy Gay - Austin</td>
<td>Rod Knecht – Edmonton</td>
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<tr>
<td>U. Renee Hall - Detroit</td>
<td>Cassandra Deck-Brown – Raleigh</td>
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<tr>
<td>Chavela Hampton - Arlington TX</td>
<td>Janeé Harteau – Minneapolis</td>
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<tr>
<td>Todd Henry - Metro Nashville</td>
<td>Sam Somers – Sacramento</td>
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<tr>
<td>Melissa Hyatt - Baltimore</td>
<td>Kim Jacobs – Columbus</td>
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<tr>
<td>John Lawton - Dallas</td>
<td>Richard Ross – Philadelphia</td>
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<tr>
<td>Troy Livingston - Wichita</td>
<td>Sam Dotson – St. Louis</td>
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<tr>
<td>Reginald Mitchell - Atlanta</td>
<td>Tom Manger – Montgomery County</td>
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<tr>
<td>George A. Nichols, Jr. - Prince George's County</td>
<td>Jim Cervera – Virginia Beach</td>
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<td>Paul Noel - New Orleans</td>
<td>Steve Anderson – Metro Nashville</td>
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<td>Sat Parhar - Calgary</td>
<td>Jerry Dyer – Fresno</td>
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<td>Steve Rai - Vancouver</td>
<td>Kathleen O’Toole – Seattle</td>
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<td>Orlando Rolon - Orlando</td>
<td>Jennifer Evans – Peel Regional</td>
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<td>Michael Soelberg - Mesa</td>
<td>Mike Brown – Salt Lake City</td>
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<tr>
<td>Michael Sullivan - Louisville Metro</td>
<td>Kerr Putney – Charlotte-Mecklenburg</td>
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<tr>
<td>Charlie Vazquez - Houston</td>
<td>Joseph Lombardo – Las Vegas</td>
</tr>
<tr>
<td>Fred Waller - Chicago</td>
<td>Robert White – Denver</td>
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Police Executive Leadership Institute

Bottom Row: Ramon Batista, Tucson; Ariel Artime, Miami Dade; Troy Gay, Austin; Melissa Hyatt, Baltimore; U. Renee Hall, Detroit; Chavela Hampton, Arlington
Second Row: Troy Livingston, Wichita; Fred Waller, Chicago; Todd Henry, Nashville; John Lawton, Dallas; Michael Soelberg, Mesa; George Nichols, Prince George’s;
Third Row: Kenneth Corey, New York; Sat Parhar, Calgary; Michael Sullivan, Louisville; Reginald Miller, Atlanta; Jeff Estes, Charlotte-Mecklenburg; Paul Noel, New Orleans;
Top Row: William Dean, Virginia Beach; Orlando Rolon, Orlando
Not Pictured: Steve Rai, Vancouver; Charles Vazquez, Houston
The Community Oriented Policing Services (COPS) Office provided support to MCCA through the Catalyst program to develop a PELI Alumni training program to reinforce and add to the knowledge and skills from their participation in the program.

MCCA partnered with Drexel University and The National Constitution Center to host the training program that 21 PELI graduates attended in Philadelphia on June 27-29, 2016. The three-day program contained a mix of topics with an underlying theme of constitutional policing. A full day was spent at the National Constitution Center where participants toured key exhibits and discussed the evolution of policing and the Constitution. One session focused on the issue of immigration policy and the challenge the police face with this issue. The experience of Chief Charlie Deane in Prince William County Virginia as portrayed in the film 9500 Liberty was used to highlight the many challenges for a police chief in this arena. Participants gave the programs an overall rating of 4.94 out of 5.

Chief Charlie Beck was selected to receive the MCCA Leadership Award for 2016. He was nominated by Mayor Eric Garcetti for his leadership, innovation, and commitment to forging lasting relationships. Chief Beck has worked to build public trust and improve officer accountability. Previous award recipients include Edward Davis, Boston PD (2013), Bill Lansdowne, San Diego PD (2014), Charles Ramsey, Philadelphia PD (2015).
The Legislative Committee, works with Congress and the Administration to advance the policies of the MCCA. The Committee examines issues that affect local law enforcement and works to influence legislation and policies related to law enforcement, crime, and public safety issues. The Committee strives to provide timely and knowledgeable information to chiefs and seeks to implement sound policies in Washington, D.C. and across the nation.

**Policy Statements:**
Formal policy statements, position papers, Congressional testimony and/or letters were developed or updated and presented on these key national issues:
- **Sentencing Reform**
- **Terrorism Prevention**
- **Forensics Standards and Guidelines**
- **Asset Forfeiture**
- **Encryption**
- **Emergency Preparedness Grants**
- **Immigration Enforcement**
- **Military Equipment**

**SUPPORT:**
- **Bulletproof Vests:** Reauthorization of Bulletproof Partnership Grant Program.
- **DNA Testing:** DNA technologies that enable law enforcement to use Rapid DNA instrumentation to obtain DNA profiles from arrestees within two hours.
- **Criminal Justice System:** Legislation that strengthens victims’ rights by increasing access to restitution, reauthorizing notification grants and renewing programs that provide legal aid to victims.
- **Medication Abuse:** Legislation that provides authority to enact effective fraud prevention and information sharing practices that regulate dangerous medications and prevent prescription drug abuse.
- **Witness Protection Grants:** To fill great financial need and allow for improved services, while data collection and reporting would ensure these funds are used appropriately.
- **Interstate Threats:** Legislation that stems domestic abuse and dating violence and calls for harsher penalties for those who commit these crimes.
- **Terrorism Prevention:** Bills that strengthen Homeland Security Grant Program by restoring funds to Urban Areas Security Initiative (UASI), seize terrorist assets and prevent terrorists’ access to firearms.
- **Court Order Compliance:** Legislation that ensures communications service providers and their products embrace encryption, respect privacy rights and comply with court orders.
- **Drug Abuse:** Allocate new funding to state and local law enforcement agencies, allow them to investigate methamphetamine and opioid and production distribution.
- **Opioid Addiction:** Legislation to combat opioid addiction epidemic.
- **Interstate Sextortion:** Criminalize use of interstate telecommunications system to coerce others to engage in sexual activity, sexual imagery, nonsexual conduct or extort money using sexual imagery.
Committee Reports
Legislative (Continued)

- **DOJ Full Funding:** For COPS and Byrne programs.
- **Sentencing Reform:** Comprehensive sentencing and reentry services reform for federal prison system.
- **Gun Law Enforcement:** ATF to administer and enforce federal firearm laws, specifically those on physical checks of inventory for firearm dealers, background checks and centralization of records for federal firearm dealers.
- **Brady Checks:** Bar persons on terrorist watch list, repeat offenders, and other criminals from purchasing firearms; notify state and local authorities of attempted purchases.
- **Sentence Reform:** Bill that preserves and expands mandatory minimums for violent/career offenders while reducing recidivism and addressing growing prison population.

**OPPOSE:**
- **Gun Law Enforcement:** Provisions that require the federal government to obtain a court order to prevent a terror suspect from purchasing firearms.
- **Sanctuary Cities:** Legislation that would coerce local agencies to comply with Federal policies by threatening termination of federal funding.
- **Privacy Legislation:** ECPA Amendments Act (Senate) and Email Privacy Act (House) that would severely limit law enforcement’s ability to implement court orders for electronic evidence or act during emergency exigent circumstances.
- **National Protection and Programs Directorate:** Proposed organizational plan that does not ensure vital, prominent placement of emergency communication at Homeland Security.
- **Electronic Communications Privacy Act:** Several joint letters with multiple agencies opposing amendments to the Act that make it difficult for law enforcement to access evidence and solve crimes.
- **Emergency Communications:** Proposed DHS reorganization that would downgrade emergency communications.
- **Homeland Security Grant Programs:** President’s budget cuts to four critical programs that protect against terrorist threats.
Committee Reports

This committee provides a forum for addressing homeland security operational and policy concerns. It supports information sharing relationships of member agencies primarily through the MCCA Intelligence Commanders Group (MCCA-ICG). A strong information sharing and collaborative relationship is encouraged via the Major County Sheriffs’ Association (MCCA) Homeland Security Committee and Intelligence Commanders Group (MCSA-ICG). Maintaining information sharing partnerships with federal intelligence agencies, fusion centers, and other organizations is a priority.

Increasing Law Enforcement Terrorism Prevention Funding: Members testified for the Congressional Homeland Security Committee and continued to work with Homeland Security Deputy Secretary Alejandro Mayorkas and Assistant Secretary for State and Local Law Enforcement Heather Fong to express the following concerns and needs from police agencies:

- a) having FEMA continue to manage grant funding to local law enforcement;
- b) lack of prevention funding for local law enforcement;
- c) current efforts too focused on response rather than prevention and disruption.

Moved Criminal Intelligence Enterprise (CIE) Forward:
- Through a technical assistance partnership with DHS, worked to ensure completion of CIE Portal on the Homeland Security Information Network (HSIN).
- Continued to encourage member agencies to participate in the standardized Domain Threat Assessment (DTA) process and provide technical assistance to support DTA completion. Ultimately, as a result of an assessment completed by the U.S. Digital Service, MCCA and MCSA leadership notified DHS Under Secretary Francis X. Taylor it was postponing signing the proposed HSIN portal charter until it can be confirmed that HSIN will be able to meet our needs.

Gained Understanding of Threat Priorities of Member Agencies: Encouraged member agencies to complete their DTAs to better understand threat group priorities (i.e., gangs, organized crime, terrorists/violent extremists) of member agencies. Supported opportunities for collaborating between agencies to counter common threat groups.

Going Dark: Supported efforts to address Going Dark concerns. Collected over 30 use cases from member agencies to demonstrate importance of police agencies’ abilities to access digital information and receive cooperation from manufacturers and carriers. Developed white paper for national distribution. Continued work with federal and other law enforcement partners on a strategy to ensure access and cooperation.

The issue will be addressed with the new Administration. In 2017, there will be a renewed push to have all MCCA and MCSA members complete a DTA.
Committee Reports

Intelligence Commanders Group - Inspector Walt Smith, Chair

Provides a national forum for the discussion and analysis of intelligence related issues. Maintaining a national network of major city intelligence commanders allows for rapid information exchange in a diverse and fluid threat environment. Accurate and timely information exchange is paramount in crime and terrorism prevention.

The MCCA and MCSA Intelligence Commanders Groups formally merged. The Steering Committee includes:

- Inspector Walt Smith, Philadelphia - Chair
- Spencer Bakke, Hennepin County, Vice-Chair
- Deputy Commissioner John Miller, New York
- Commander Horace Frank, Los Angeles
- Assistant Chief Chris McIlvain, Austin
- Superintendent Paul Fitzgerald, Boston
- Deputy Chief Chris Jones, Las Vegas Metropolitan
- Commander Larry McCurtain, Kern County
- Commander John Stedman, Los Angeles

Merging the groups has enabled more regular collaboration opportunities for the group for day-to-day and emergency issues.

**Threat Picture Drives MCCA-ICG Priorities**

Strong partnerships between law enforcement and the communities they serve remain critical to preventing crime and terrorism through identification and early intervention. To that end, the MCCA-ICG is focused on several key issues including:

- **Deconfliction:** Case management should require coordination and communication to ensure safety of law enforcement.

- **Countering Violent Extremism:** Using the CIE and its standardized Domain Threat Assessment (DTA) process to help agencies to identify priority threat groups, including violent extremist groups.

- **Going Dark:** Address loss of critical investigative tools related to telecommunications devices and services through the Bureau of Justice Assistance (BJA) grant program.

- **Information Sharing:** The MCCA-ICG will continue to build out the CIE Portal to provide ongoing and on-demand collaboration tools for member agencies.

- **Intelligence and the Prescription Opioid Epidemic:** Improve intelligence and information sharing.

- **Stopping Potential Cop Killer:** This discussion will focus on the gap between identifying threats and responding to the violence after it is too late.

- **Intelligence and Violent Mental Health Cases:** Improve coordination and information sharing between mental health and public safety agencies.

- **Technology Support for Intelligence Operations:** Address need for technology solutions to develop data into actionable intelligence.

- **Training on Human Source Development:** Make a priority to address current realities.

- **Countering Gang Violence**

- **Organized Crime and Human Trafficking:** Both new intelligence approaches and international cooperation are required.

- **Social Media and Criminal Intelligence Operations:** Publicly-available information on social media platforms has great value in investigations, identifying threats, managing incidents, and preventing crime and violent extremism.

- **Jail Information Resources:** Jails have the potential to provide a wealth of information that is being used to counter violent extremism and address gang violence and other organized crime.
Committee Reports

Human Resources Group
Chief Ed Roessler, Executive Sponsor and Hugh “Bud” McKinney, Chair

The Human Resources and Emerging Issues Committee addresses contemporary issues and incidents to aid MCCA member agencies in formulating organizational and personnel strategies and policy.

The Committee, comprised of executive-level officers, civilian professionals, Ph.D.’s, and other subject matter experts, presented its 2016 project, “Officer Involved Shootings and the Implications of Video Evidence,” to the MCCA in October. This paper offers a presentation on the challenges in dealing with Officer Involved Shootings (OIS) from a number of important aspects including several perspectives on Body Worn Cameras (BWC) used as an investigative tool, whether officers should be able to review the video before giving a statement, and the psychological impact on officers with public release of footage, and other areas. The committee’s 2017 project explores creating a cybercrime bureau.

The Committee has an archive of prior projects which can be found here: https://majorcitieschiefs.com/news_detail.php?detail=156

Financial Managers
Chief Charles McClelland, Jr., Executive Sponsor and Larry Yium Presiding Chair

The purpose of the group is to:

- Provide senior police management tasked with fiscal and administrative responsibilities training and information related to police fiscal matters and management/leadership skills
- Provide a means for police officials in similar capacities and similar sizes agencies to network to discuss mutual concerns
- Provide a means for police officials with fiscal and administrative management responsibilities to network with officials in related federal agencies and with non and for profit partners
- Serve as resource and subject matter experts for the Major Cities Chiefs

Annual Conference

The group’s 27th annual conference in Atlanta, GA July 31-August 4, drew more than 70 attendees, the largest conference ever. Updates to federal related issues were given by the Bureau of Justice Assistance, Bureau of Justice Statistics, COPS and the Asset Forfeiture Offices. Panel discussions were held on body worn cameras, performance measurement, and the pending conversion from UCR statistical collection to NIBERS. Vernon Harry, formerly with the FBI Academy, taught a leadership block based on the book, Grit to Great,

Surveys & Networking

Coordinated by Tom Mitchell of the Virginia Beach Police Department, the group conducted its annual survey/census of member agencies in regards to a myriad of subjects related to the financial, personnel, equipment, salary and benefits, and other topics of interest during 2016. It is the most comprehensive look into the interworking of MCCA agencies. Survey excerpts have been provided to the chiefs.
Members responded to approximately a dozen specific inquiries from member agencies. Topics receiving the most interest are body worn cameras, fleet sizing, and the new executive order regarding use of federally provided assets.

Projects
A project being conducted with the management/accounting firm of KPMG, Chicago Office, is to examine the performance measures chiefs use to gauge organizational success versus the measures being submitted to their governing bodies. Interviews are being conducted with chiefs and data collection is being refined. The group is working to complete a white paper on alarm calls. It is also working with the Responsible Hospitality Institute (RHI) on a project on calculating and defining the cost of public safety and policing in nightlife districts. Rick Prater, with the Tucson Police Department, is coordinating these two projects with assistance from students at the University of Arizona.

Larry Yium with the Houston Police Department represented MCCA as its expert witness regarding proposed changes to Executive Order 13688, which dealt with certain assets acquired through federal resources. His and the contribution of other members in the Financial Management Group resulted in the adoption of many of MCCA’s recommendations on this issue.

Strategic Planning
Since many of the group’s planning committee members are approaching retirement, additional members have taken leadership roles to ensure the continuation of the group’s goals.
Committee Reports

Forensic Science - Michael Garvey, Chair

The Forensic Science Committee supports the MCCA’s commitment to quality forensic services by serving as leaders in the forensic science community, emphasizing scientific and technical integrity, while maintaining a strong focus on practical solutions to law enforcement challenges.

MCCA continued its leadership position within the law enforcement forensic science community through its continued collaboration with ACP, the Association of State Criminal Investigative Agencies (ASCIA), and the American Society of Crime Lab Directors (ASCLD). Through these efforts, MCCA addresses policy and legislative issues relevant to forensic science investigations within major cities and throughout the nation. The MCCA-FSC provided multiple comments, edits and reviews throughout the year on the following:

- **Justice For All Act 2016**: Provided comments on proposed changes; supported final version
- **Rapid DNA Bill**: Supported Senate bill which properly captured need for Rapid DNA amendments to the DNA Identification Act
- **Draft documents from working committees of National Commission on Forensic Science (NCFS)**: Provided comments on draft proposals on a variety of forensic issues developed by the working groups of the NCFS
- **Draft documents from Organization of Scientific Area Committees (OSACs)**: Provided comments and support to several documents
- **PCAST Report on Forensic Science**: Provided joint LE comments as well as rebuttal to significant sections of the PCAST report
- **US Congress, U.S. Government Accountability Office**: Responded to question from the GAO on future of forensic science and impact of the NCFS. Provided recommendations for future composition of the NCFS based on prior work of the MCC/IACP/ASCIA recommendations for the aforementioned Leahy/Cornyn bill

**Forensic Science Operational Assessments**

The MCCA-FSC offers member organizations an operational assessment of their forensic services to evaluate structure, productivity, operational impact, staffing levels, intelligence value, and other factors related to the collaborative nature of forensic science and law enforcement. Committee members completed an assessment and report for an agency which implemented several recommendations and changes in its forensic services.

**Membership Outreach**

The MCCA-FSC provided assistance, technical or policy advice, sample protocols, and other documentation to multiple MCCA member agencies in areas ranging from adoption of new technology to Rapid DNA.

**Technology Development**

The MCCA-FSC, IACP-FSC and ASCIA-FSC evaluate new technologies that provide a way for the LE community to be an active participant in the process of technology transfer and development. It also provides the MCCA with the opportunity to share experiences with its members on lessons learned in real world applications.

**National Forensic Science Week**

MCCA served as one of the primary sponsors of National Forensic Science Week. MCCA continues to recognize the important role that proper forensic science plays in the investigation of crimes throughout the nation, from exonerating the innocent to identifying the guilty. MCCA members and their labs hosted various events to inform policy makers, acknowledge forensic staff, and engage the community.
This committee was expanded in 2016 to explore technological advances and their impacts on law enforcement. Committee members explore specific technologies and also more global issues, such as Going Dark and encryption. It will focus on operational and investigative processes and will approach issues from two perspectives: operational communications (Land Mobile Radio, etc.) and the investigative technologies perspective (encryption, software tools, criminal databases, etc.).

The immediate priorities for the committee are to:

- Develop technology standards for law enforcement
- Leverage multi-agency requirements to drive innovation and reduce costs
- Analyze computer-aided dispatch upgrade/integration
- Analyze records management systems upgrade/integration
- Transition to the national incident-based reporting system
- Analyze issues surrounding use of body-worn camera systems

During its formative meeting, the Technology Committee reviewed demonstrations by Versaterm (Computer-Aided Dispatch, Records Management System, computer ecosystems); Taser (integration of devices, systems and the cloud); IntraLogics (School Safety Alerting System); and Motorola (Intelligence-Led Policing Software). Several organizations presented, including Redland Strategies (Unmanned Aircraft Systems); FirstNet (Next Generation voice and broadband LTE communications); and Department of Homeland Security’s Office of Emergency Communications (national Land Mobile Radio/Long Term Evolution interoperable communications plans).

The Committee also was presented with a case study on the issue of encryption – commonly referred to as the Going Dark phenomenon – and law enforcement concerns related to legally authorized electronic data gathering and collection. This was followed by a roundtable discussion on operational and investigative processes.

Moving forward, the Committee will recruit new members from among the MCCA member agencies. The plan is to include two representatives from each MCCA agency – one who manages communications-related tools and one who manages technology related to investigations. Both representatives will have an understanding of how issues such as encryption affect their respective operational roles.

The committee has already formed informal partnerships with several federal agencies that will be developed further in 2017. The committee’s members have been invited by FirstNet to help develop applications on the first nationwide network for state and local law enforcement. This partnership will enable MCCA members to play a direct role in shaping the applications that will be available to public safety agencies via FirstNet. The committee was also invited to work with the DHS Office of Emergency Communications on projects of mutual interest. The first project will be the development of a survey and white paper that explore how MCCA member agencies use technology and what challenges they face.
## Financial Report

### Assets

<table>
<thead>
<tr>
<th>Current assets:</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$347,985</td>
<td>$308,637</td>
</tr>
<tr>
<td>Available-for-sale investments</td>
<td>463,296</td>
<td>479,308</td>
</tr>
<tr>
<td>Grant receivables</td>
<td>304,471</td>
<td>451,546</td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td><strong>1,115,752</strong></td>
<td><strong>1,239,491</strong></td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td><strong>$1,115,752</strong></td>
<td><strong>$1,239,491</strong></td>
</tr>
</tbody>
</table>

### Liabilities and net assets

<table>
<thead>
<tr>
<th>Current liabilities:</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts payable</td>
<td>$7,500</td>
<td>$45,187</td>
</tr>
<tr>
<td>Accrued liabilities</td>
<td>83,337</td>
<td>28,547</td>
</tr>
<tr>
<td>Deferred grant revenue</td>
<td>301,305</td>
<td>352,535</td>
</tr>
<tr>
<td>Deferred corporate sponsorship income</td>
<td>140,000</td>
<td>30,000</td>
</tr>
<tr>
<td><strong>Total current liabilities</strong></td>
<td><strong>532,142</strong></td>
<td><strong>456,269</strong></td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td><strong>532,142</strong></td>
<td><strong>456,269</strong></td>
</tr>
</tbody>
</table>

### Net assets:

<table>
<thead>
<tr>
<th>Unrestricted</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Temporarily restricted</td>
<td>443,610</td>
<td>753,222</td>
</tr>
<tr>
<td></td>
<td>140,000</td>
<td>30,000</td>
</tr>
<tr>
<td><strong>Total net assets</strong></td>
<td><strong>583,610</strong></td>
<td><strong>783,222</strong></td>
</tr>
</tbody>
</table>

**Total liabilities and net assets**

<table>
<thead>
<tr>
<th>2015</th>
<th>2014</th>
</tr>
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<tbody>
<tr>
<td><strong>$1,115,752</strong></td>
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</tbody>
</table>
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San Diego Police Department