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 66 largest law enforcement agencies in the United States, nine largest in Canada and two in the United Kingdom. They serve 89.9 million people (69.5 US - 10.5 Canada – 9.9 UK) with a sworn workforce of 239,063 (161,664 US, 20,506 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, to increase its influence, and to enhance its member services.
April 2014

Dear Members, Sponsors and Supporters:

I am pleased to present the Major Cities Chiefs Association (MCCA) 2013 Annual Report. It was a productive year for MCCA. Our influence on national public policy issues continues to grow and we made significant progress on important initiatives. With support from the Motorola Foundation, we teamed up with the Philadelphia-based Teleos Leadership Institute and successfully launched the MCCA Police Executive Leadership Institute with an inaugural cohort of 14 participants. This report summarizes this exciting project and highlights other 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.

**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 Commanders developed a new and significantly improved CIE assessment process and how-to-packet that streamlined the overall process. It now serves as one of the most effective and practical resources in the area of threat assessments.

Thank you for the important contributions you made to MCCA’s success in 2013 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.
### January 27-29, 2013
**With Major County Sheriffs Association**

**Agenda**
- Secretary Janet Napolitano, US Department of Homeland Security
- Director James R. Clapper, Director of National Intelligence
- Attorney General Eric H. Holder, Jr., Department of Justice
- Deputy Director Sean M. Joyce, Federal Bureau of Investigation
- Director Gil Kerlikowske, Office of National Drug Control Policy
- Sandy Hook Elementary: The Police Response
- Collaborative Reform
- Legislative Issues: Senator Al Franken, Minnesota; Senator Dianne Feinstein, California; Congressman Bobby Scott, Virginia

**Attendance**
- Members 64
- LE Support 105
- Sponsors 73
- Total 242

### May 27-29, 2013
**With the FBI National Executive Institute Associates**

**Agenda**
- Richard Dorner Case – Los Angeles
- Boston Marathon Attack
- Smart Policing
- Cybercrime
- A New Paradigm for Policing Effectiveness
- Technology Driven Policing
- Emerging Critical Issues and Concerns

**Attendance**
- Members 42
- LE Support 87
- Sponsors 47
- Total 218
### August 1-2, 2013

**Board Meeting**

**Agenda**

- Financial Overview
- Police Executive Leadership Institute
- Assistant Chiefs Meeting
- Legislative Issues
- MCCA Seminar Series

**Attendance**

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<thead>
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<th>Category</th>
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<td><strong>Total</strong></td>
<td><strong>312</strong></td>
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### October 18-19, 2013

**Agenda**

- National Drug Policy
- The Metropolitan Revolution
- Consortium for Police Leadership in Equity
- Body Camera Policy
- London Metropolitan Police Challenges
- Domestic Violence Training
- Deadly Force Review
- BJA Leadership Executive Session
COPS/BJA Officer Safety and Wellness Group

MCCA was awarded a $150,000 grant from COPS/BJA to continue providing support to the Officer Safety and Wellness Group. The project focuses on two areas – officer gunfire death and injuries and developing a culture of safety and wellness. In addition to researching both topics, each will be the subject of a meeting with the OSW Group. MCCA is working with consultants Dr. Joe Kuhns and Nancy Leach.

COPS Toolkit for Officer Safety Campaign

MCCA is developing a toolkit that will serve as a guide to police departments interested in developing an internal safety/wellness campaign. Dr. Julia Hill, University of Maryland University College and former Charlotte-Mecklenburg Communications Director is leading a team of MCCA agency communications directors and union leaders in the development of the toolkit. The toolkit is expected to be completed by May 2014.

Arnold Foundation

MCCA received a $25,000 grant from the Arnold Foundation to assist them with the further development of a photo line-up laptop/tablet application. We will assist with organizing focus groups of MCCA chiefs and/or staff members to review and provide feedback on the product. The application will be provided to police departments for use at no cost.

BJA Executive Session on Police Leadership

The BJA Executive Session on Police Leadership has been underway for several years and is a partnership with St. Petersburg College. The project is designed to produce material to help develop police leaders for the 21st Century. It has produced written papers of various lengths on leadership issues along with video and audio material. A website to house this material is under development and is expected to be launched by June 2014. One of the leadership videotapes was presented to MCCA members at the 2013 Fall Meeting in Philadelphia.
Leadership in a New Economy: Sustaining Community Policing

MCCA was awarded a COPS grant to examine the impact of the “new economy” on community policing. The project will bring senior police executives together to identify and discuss leadership approaches to sustaining community policing today and in the future. A paper will be written that captures the leadership lessons and approaches to sustaining community policing in an era of significantly reduced resources. Dr. Ellen Scrivner is working with MCCA on the project. Work is expected to be complete by the end of 2014.

The Hartford Consensus: Improving Survival from Active Shooter Events

Dr. Alex Eastman represented MCCA at a meeting in Hartford, CT to discuss how to improve survival in active shooter events. The meeting included the medical community, fire/rescue, EMS and law enforcement. The meeting produced the Hartford Consensus that MCCA formally endorsed in October 2013. The Hartford Consensus recommends that an integrated active shooter response should include the critical actions contained in the acronym THREAT: Threat suppression, Hemorrhage control, Rapid Extrication to safety, Assessment by medical providers, and Transport to definitive care. Many MCCA agencies have adopted THREAT. Officers have received training and equipment, such as tourniquets, to help control hemorrhaging.
With support from the Motorola Foundation, the MCCA teamed up with the Philadelphia-based Teleos Leadership Institute to design a leadership development program for aspiring chiefs in the largest cities in North America. The Police Executive Leadership Institute (PELI) was launched in September 2013 with a cohort of 14 deputy/assistant chiefs from large police agencies in the United States and Canada who were selected based on their application, recommendation of their chiefs and an expressed desire to become a chief or sheriff. Each participant was matched with successful major city chiefs as mentors who work with them throughout the life of the program. PELI contains three key components:

- **Leadership Seminars.** The inaugural cohort completed two three-day seminars. These highly interactive sessions combine knowledge and skill development with opportunities for engaging with experienced police executives. The first seminar was held in September 2013 at the Motorola Innovations Center. It included material on emotional intelligence, resonate leadership, leading in a global environment, policing today and the future, evidence based practice and lessons learned from police executives. The second seminar was held March 11-14, 2014 at the Holocaust Museum in Washington DC. This seminar included sessions on resonant leadership and social awareness, ethics and leadership in a democratic society, Holocaust Museum tour and discussion, perception, bias, leading and managing change, security and privacy, stop and frisk policies and the development of a leadership learning plan.

- **Mentor Relationship.** Each member of the class was matched with an experienced chief who serves as a mentor. Participants met with their mentors during the first seminar and later travelled to the mentor’s community where they spent 3 or 4 days with their mentor and the agency. The visit provided significant one-on-one time with the mentor and the opportunity to observe a successful leader in his own environment.
• **Strategy 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.

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 be resources for them as they wrestle with the enormous challenges of leading a major city police agency. MCCA has received support from Motorola to conduct a second class scheduled to begin in September 2014.

**PELI Inaugural Cohort and Mentors**

<table>
<thead>
<tr>
<th>Participants</th>
<th>Mentors (Chiefs)</th>
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</thead>
<tbody>
<tr>
<td>Timothy Becker - Columbus</td>
<td>Jeff Halstead – Ft. Worth</td>
</tr>
<tr>
<td>George T. Buenik - Houston</td>
<td>Tom Manger – Montgomery County</td>
</tr>
<tr>
<td>Matt Clark - Minneapolis</td>
<td>Chris Burbank – Salt Lake City</td>
</tr>
<tr>
<td>Tracy Glover - Newark</td>
<td>Rodney Monroe – Charlotte-Mecklenburg</td>
</tr>
<tr>
<td>Russ Hamill - Montgomery County</td>
<td>Jane Castor – Tampa</td>
</tr>
<tr>
<td>John A. Leavitt - Tucson</td>
<td>Art Acevedo – Austin</td>
</tr>
<tr>
<td>Rodolfo Llanes - Miami</td>
<td>Roberto Villasenor – Tucson</td>
</tr>
<tr>
<td>Joseph Lombardo - Las Vegas</td>
<td>Bill Lansdowne – San Diego</td>
</tr>
<tr>
<td>Rob R. McGregor - Aurora</td>
<td>Doug Gillespie – Las Vegas</td>
</tr>
<tr>
<td>Kerr Putney – Charlotte-Mecklenburg</td>
<td>Bill McManus – San Antonio</td>
</tr>
<tr>
<td>Alfredo Ramirez - Miami-Dade</td>
<td>Ed Flynn – Milwaukee</td>
</tr>
<tr>
<td>Richard. J. Ross Jr. - Philadelphia</td>
<td>Bill Blair – Toronto</td>
</tr>
<tr>
<td>Heston Silbert - Mesa</td>
<td>Jim Chu – Vancouver</td>
</tr>
<tr>
<td>Peter Sloy - Toronto</td>
<td>Chuck Ramsey – Philadelphia</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.

Committee members seek to engage chiefs across the nation in the legislative process and regularly communicate with stakeholders in the Legislative and Executive branches to provide timely and substantive information from local law enforcement perspectives.

The MCCA retains the Lafayette Group as its full-time representative in Washington D.C.

In 2013, the MCCA took action on a variety of issues to support and oppose certain actions.

Support/Advocacy
- Five MCCA Public Safety Priorities
- COPS Office funding
- Immigration enforcement as a Federal mandate
- Five principles regarding local police enforcing Federal immigration law
- Strengthening penalties for drug dealers who target children
- Ban on assault weapons
- Limits to “straw purchasing” of firearms
- Reauthorization of Violence Against Women Act

Oppose
- FEMA’s attempts to again implement the National Preparedness Grant Program after Congress rejected it the first time
- Senate’s failure to pass gun violence reforms
- Nonimmigrant aliens from purchasing firearms, an important step in preventing terrorism and gun violence
- Lack of law enforcement inclusion in the PROMISE Act of 2013
- Measures that would limit law enforcements ability to use electronic data for emergencies and undercover investigations federal government’s handling of state-legalized marijuana
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.

A continuing priority from 2012 is information sharing, especially as it involves the FBI and the Joint Terrorism Task Force (JTTF) Information Sharing Process. Work centered on updating and modifying the Memorandum of Understanding (MOU) to ensure that all task force officers and cleared analytical employees assigned to fusion centers with direct connectivity to JTTFs have access to all information in Guardian. An important next step will be to identify best practices occurring in respective jurisdictions and drafting the specific language of the MOU. The FBI will coordinate this working committee that will include representatives from a number of police organizations across America.

Sheriff Gillespie and Chief Acevedo represented the MCCA at various meetings in 2013, including those focused on potential funding options to address the decline in financial support from DHS out of INA for the Intel Commanders Group, the proposed move of the National SARS Initiative from the BJA to DHS, and the future of the NSI and the PMO.

### Highlights

- Developed a new and significantly improved CIE assessment process and how-to-packet which streamlined the overall process. It now serves as one of the most effective and practical resources in the area of threat assessments.
- Exploring possibility of automating the CIE assessment process and transferring this process to an online portal to broaden opportunities for additional law enforcement agency participation.
- Identified the National Information Exchange Model as a possible solution to reduce a gap in information exchange across multiple intelligence networks.
- Determined street-level gang activity is a major cause of spikes in shootings and homicides in major US cities. The connection between drug sales and urban violence remains a key concern and exemplifies the need for continued information exchange.
- Exploring possible partnership between the MCCICG and the Bureau of Justice Criminal Intelligence Coordinating Council (CICC).
Human Resources Committee – Chief Jim Cervera, Executive Sponsor

The HRC presented its written project, “Social Media: A Valuable Tool with Risks,” to the MCCA and provided information and exchanged policies on the following issues based on requests of member agencies:

- Tuition Assistance
- Civilization
- K-9 Ballistic Vests
- Job Related Injury Costs
- Mentoring Programs
- Officer Involved Shootings
- Officers Assigned to Quality of Life Issues
- Hiring Part-time Retired Officers
- Physical Ability Tests – Annual and Pre-Hire
- Police Applicants and the Polygraph
- Officer Mortality
- Education-Based Discipline
- Tenure Caps on Sworn Officers in Specialty Assignments
- Policy and Planning Manager Position
- Drug Testing Employees
- Performance Management Systems
- Policy Records Quality Assurance/Technician Position
- Master Police Officer Selection Process
- Use of Lethal Force and Less than Lethal Force
- Audio/Video Interviews and/or Interrogations
- Length of Training Day
- Religious Accommodations
- Citizen Participation in Panel Interviews
- First Aid Training & Trauma Kits
- Bicycle Patrol Functions and Training Standards
- Wellness/Fitness Programs
- Polygraphs
- Tattoo Policy
- Incident Command
- ADA Reasonable Accommodations
- Merit/Step Pay Practices for Sworn
- Secondary Employment
- Promotional Testing and Education
- Drug Disqualifications and Polygraph Issues
- Unknown Trouble Calls
- NIBRS v UCR
Financial Management Group - Chief Charles McClelland, Jr., Executive Sponsor and Larry Yium, Presiding Chair

The goals of the 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 the leadership skills and technical knowledge of persons with those responsibilities
- Provide opportunities to 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 annual conference in 2013. The 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

As a result of their participation in the group, Ron Villa, formerly with the San Diego Police Department, and Larry Yium with the Houston Police Department, were asked to share their expertise with outside groups during the past year. Mr. Villa participated in a Vera Institute project regarding the use of cost benefit analysis for local criminal justice systems. Mr. Yium served as a guest lecturer to the Caruth Police Institute in Dallas, Texas.

Highlights

- 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 topics related to the financial, personnel, equipment, salary and benefits, and other topics of interest during 2013, with over 45 agencies responding
- Members responded to approximately 24 specific inquiries from member agencies. These inquiries range in subject content from the next generation of patrol vehicles to rank structures. Many agencies are participating or have participated in new ERP system implementation by their host government. As such, informal user groups of similar systems have been formed to successfully transfer knowledge gained from earlier experiences.
- Members began work on white papers on Alarm Calls and on balancing technology and staffing.
Forensic Science Committee – Michael Garvey, Chair

As leaders in the forensic science community, the FSC emphasizes scientific and technical integrity, while maintaining a strong focus on practical solutions to law enforcement challenges.

Utilizing a grant from the Motorola Corporation, the FSC hosted a committee meeting at the Denver Police Department Laboratory, and an executive meeting with the chairpersons of the forensic committees from the International Association of Chiefs of Police (IACP), the Association of State Criminal Investigative Agencies (ASCIA), and the president of the American Society of Crime Lab Directors (ASCLD). These activities and the FSC’s constant interaction with Congress and federal agencies on national forensic issues have positioned the MCCA as a primary player in the future of forensic science.

Forensic Legislation and National Committees

MCCA continues to coordinate national forensic issues, such as pending legislation and the formation of the National Commission on Forensic Science (NCFS). With the formation of the NCFS, the FSC initiated dialogue with DOJ and NIST on the concerns, expectations, and potential of this project. Phil Pulaski, recently retired Chief of Detectives from the New York Police Department was selected as a member of the NCFS.

Highlights

- MCCA served as the primary and initial sponsor of the first annual National Forensic Science Week. Joining by other major law enforcement and forensic science organizations, the MCCA recognized 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.
- The MCCA FSC routinely met with representatives from Senator Leahy’s staff to discuss edits and the potential reintroduction of his forensic legislation. FSC provided comments to Senator Rockefeller’s office on his proposed legislation.
- A survey to collect better data on the forensic services provided by MCCA membership, originally scheduled for 2013, will move forward in 2014. Once complete, the FSC intends to develop an MCCA-specific forensic webpage.
- The FSC responded to requests for assistance from multiple MCCA member agencies, providing technical or policy advice, sample protocols, and other documentation. Examples include work on a DNA Collection Consent Form and the sharing of protocols between member agencies to develop new programs or better prepare for forensic accreditation.
Forensic Science Committee (continued)

Technology Development

In partnership, the MCCA, IACP and ASCIA developed a process for member agencies to evaluate new technologies. While the evaluations would never represent a formal endorsement of a product by the respective organizations, it is a way for the LE community to be an active participant in technology development and transfer. It also provides the MCCA with the opportunity to share experiences with its members on lessons learned of what worked and didn’t work in real world applications. A study of Rapid DNA technologies is scheduled for 2014.

Position Papers & Activities

- Formally created an executive partnership between MCCA FSC, IACP FSC, ASCIA FSC, and ASCLD to discuss areas of mutual interest, and when necessary present a unified front on policy issues.
- Submitted comments on the formation of NIST Scientific Area Committees that will replace DOJ sponsored Scientific Working Groups.
- Identified topics and actively developing papers for release in 2014 on:
  - National Standards
  - A Practical Approach to Certification
  - Local DNA Databases – A solution and a problem
  - Rapid DNA Technologies
  - Research & Development in Forensic Science – a practical approach
  - Forensic Leadership Training – it’s not just science
  - The expanding role of forensic science – it’s not just a lab.
MAJOR CITIES CHIEFS ASSOCIATION

STATEMENTS OF FINANCIAL POSITION
December 31, 2012 and 2011

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<td>$ 919,472</td>
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# 2013 MCCA MEMBERS

<table>
<thead>
<tr>
<th>Executive Director</th>
<th>Darrel W. Stephens</th>
</tr>
</thead>
<tbody>
<tr>
<td>Associate Director</td>
<td>Patricia Williams</td>
</tr>
<tr>
<td><strong>Board Members</strong></td>
<td></td>
</tr>
<tr>
<td>President</td>
<td>Commissioner Charles Ramsey, Philadelphia Police Department</td>
</tr>
<tr>
<td>1st Vice President</td>
<td>Chief Chris Burbank, Salt Lake City Police Department</td>
</tr>
<tr>
<td>2nd Vice President</td>
<td>Chief William Blair, Toronto Police Service</td>
</tr>
<tr>
<td><strong>Regional Representatives</strong></td>
<td></td>
</tr>
<tr>
<td>Eastern Region</td>
<td>Chief Jane Castor, Tampa Police Department</td>
</tr>
<tr>
<td></td>
<td>Chief J. Thomas Manger, Montgomery County Police Department</td>
</tr>
<tr>
<td>Central Region</td>
<td>Chief Art Acevedo, Austin Police Department</td>
</tr>
<tr>
<td>Western Region</td>
<td>Chief William M. Lansdowne, San Diego Police Department</td>
</tr>
<tr>
<td>Canadian Region</td>
<td>Chief Marc Parent, City of Montreal Police Service</td>
</tr>
</tbody>
</table>

| 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 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 William Citty | Oklahoma City Police Department |
| Chief Devon Clunis | Winnipeg Police Service |
| Chief Steve Conrad | Louisville Metropolitan Police Department |
| Chief James E. Craig | Detroit Police Department |
| Commissioner Thomas V. Dale | Nassau County Police Department |
| Chief Cassandra Deck-Brown | Raleigh Police Department |
| Director Samuel DeMaio | Newark Police Department |
| Commissioner Daniel Derenda | Buffalo Police Department |
| Directeur Michel Desgagné | Service de police Ville de Québec |
| Chief Sam Dotson | St. Louis Metropolitan Police Department |
| Chief Jerry Dyer | Fresno 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

Chief Janéé 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 Louis M. Kealoha
Honolulu 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 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

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

Chief Jim Pugel
Seattle Police Department

Commissioner Charles Ramsey
Philadelphia Police Department

Chief Mike Reese
Portland Police Bureau

Chief Ed Roessler
Fairfax County Police Department

Sheriff John H. Rutherford
Jacksonville Sheriff's 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

Interim Chief Sean Whent
Oakland Police Department

Chief Robert C. White
Denver Police Department