<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>President’s Message</td>
<td>1</td>
</tr>
<tr>
<td>Membership</td>
<td>2</td>
</tr>
<tr>
<td>Global Initiatives</td>
<td>3</td>
</tr>
<tr>
<td>Conferences</td>
<td>4</td>
</tr>
<tr>
<td>Programmatic Updates</td>
<td>6</td>
</tr>
<tr>
<td>New Resources</td>
<td>7</td>
</tr>
<tr>
<td>Advocacy</td>
<td>8</td>
</tr>
<tr>
<td>IACP Leadership</td>
<td>9</td>
</tr>
</tbody>
</table>
When I was sworn in as IACP president, there were a multitude of issues and challenges facing our profession. I am pleased to say that, through it all—the COVID-19 pandemic, increased scrutiny on our profession, and calls for reform—the IACP has remained steadfast in our commitment to our communities, our officers, and our shared desire to shape a positive path forward.

Despite the complexities and challenges that abound, the IACP never lost sight of what was important—the global policing profession. I am so very proud of the way that we, as an association and a profession, adjusted to the dynamics and challenges presented.

Please take a few moments to look through our 2021 Annual Report to see all that we collectively accomplished this year. The examples from 2021 are numerous, ranging from our tireless advocacy efforts, to tackling pressing and emerging global policy and programmatic issues, to modernizing how we deliver important digital, educational content to our members, wherever you may be.

I want to thank you for your commitment and contributions. I am inspired by all of you as leaders within your agencies and communities. It has been my honor and privilege to lead this amazing organization, and I look forward to all that we will continue to do in 2022.

Cynthia E. Renaud, 2020–2021 IACP President
## Membership

As of June 30, 2021

<table>
<thead>
<tr>
<th>Membership Key</th>
<th>Total Membership</th>
<th>Active</th>
<th>Life</th>
<th>Associate</th>
<th>International</th>
<th>New Members</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-249</td>
<td>1,249</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>250-499</td>
<td>250</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>500-999</td>
<td>500</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1,000-1,499</td>
<td>1,000-1,499</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1,500+</td>
<td>1,500+</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Countries Breakdown

- **Total Countries Represented:** 168

- **Total Membership:** 31,515
  - **Active:** 19,598
  - **Life:** 4,807
  - **Associate:** 7,110
  - **International:** 2,436
  - **New Members:** 4,711
There are many ongoing efforts to engage with IACP global partners to provide a true international picture of any enhancement to the policing profession. In 2021, these included the establishment of IACP’s first Asia-Pacific World Regional Office in Seoul, South Korea; an MOU between IACP and INTERPOL; and the following projects, among other efforts.

Bloomberg Philanthropies Initiative for Global Road Safety
The Bloomberg Philanthropies Initiative for Global Road Safety is a multiyear, multipartner project that aims to reduce traffic deaths and injuries in low- and middle-income countries. The IACP’s role has expanded to 14 cities with the addition of Cordoba, Argentina; Campinas, Brazil; and Mexico City, Mexico in 2021.

Colombia – Plan Cuadrante
The IACP is providing support to the Colombian National Police through the Plan Cuadrante program, a policing strategy that divides the country into regions and holds officers assigned to each region accountable for crime prevention and reduction efforts. Following a series of virtual roundtables in 2021, the IACP drafted a report to be presented to members of the Colombian National Police in early 2022.

Training
The IACP offered a number of training opportunities to global partners in 2021:

- United Arab Emirates
  - Academy Exchange Program
- Nigeria
  - Gender-Based Violence Hybrid Training
- Dominican Republic
  - Migrant Smuggling Operations, Management, and Intelligence Training

Assessments
IACP provided assessments of areas of focus for global partners:

- Colombia
  - Human Resources Assessment
- Canada
  - Alberta Provincial Police Service Assessment
While the 2021 Officer Safety & Wellness Symposium and the Tech Conference occurred virtually, the DAID conference was a hybrid event.
IACP 2021 was set to take place both in-person and online September 11–14, 2021. Due to the devastation caused by Hurricane Ida in New Orleans and surrounding areas, the IACP hosted the virtual component of the Annual Conference. Those who attended viewed content on best practices and innovations in law enforcement.

IACP 2021 by the Numbers

- Participants representing 33 different countries
- 118,190 Interactions with the virtual platform
- 16,657 total workshop views

Most-Viewed Workshops

- General Assembly (featuring remarks by U.S. DHS Secretary Alejandro Mayorkas, U.S. Attorney General Merrick B. Garland, and NYPD Intelligence Specialist John Gordon, as well as recognition of IACP 2021 award winners)
- Speaker Series: Critical Incidents: Preparation, Response and Management
- 9/11 Memorial Ceremony (featuring remarks by FBI Director Christopher Wray and NYPD Deputy Commissioner John Miller)
- Speaker Series: The Evolution of Counter Terrorism
- Speaker Series: Police Wellness Services—Providing Critical Resources to Officers in the Field
- Change Your Brain, Change Your Police Department
- Cybercrime or Not Cybercrime, That Is the Jurisdictional Question
- Sandy Hook School Shooting: What We Did Right with Victims, and What We Wish We Did
- Forced Criminality: Labor Trafficking Through the Lens of Utah’s Victor Rax Case
Programmatic Updates

Byrne Criminal Justice Innovation (BCJI) Training and Technical Assistance Program
In 2021, the IACP BCJI Training and Technical Assistance Program responded to 157 training and technical assistance requests from 39 BCJI grantee sites on topics such as community-based crime reduction, enhancing community-police trust, community violence intervention, cross-sector public safety partnerships, data-driven decision-making, place-based crime prevention, restorative justice, community engagement, neighborhood revitalization, and capacity building.

Collaborative Reform Initiative Technical Assistance Center
The Collaborative Reform Initiative Technical Assistance Center (CRI-TAC) hit a milestone of aiding 500 agencies nationally with training and technical assistance, reaching 560+ by year-end.

HomeSafe
Under the Bureau of Justice Assistance Kevin and Avonte Program: Reducing Injury and Death of Missing Individuals with Dementia and Developmental Disabilities, the IACP convened 26 grantee sites and subject matter experts to discuss promising practices related to locative technology and missing persons with autism, Alzheimer's, and other intellectual or developmental disabilities.

Human Trafficking Task Force Peer-to-Peer Exchange Program
This program established by IACP is a field-based learning opportunity that allows task forces to connect with peers who exemplify innovative and promising practices in anti-human trafficking investigations, prosecutions, and victim response.

IACP Law Enforcement Policy Center
The IACP Law Enforcement Policy Center released new or updated documents on eight topic areas in 2021. The policy center drew 17,675 visits, and the most popular topics included Responding to Persons Experiencing a Mental Health Crisis, Standards of Conduct, Crime Scene Processing, Barricaded Individuals, and Media Relations. The 2021 Working Groups include representatives from 107 agencies, 29 states, and 4 countries.

IACPlearn
IACP's online learning platform closed 2021 with 568 active products (an increase of 459 over 2020) and 6,867 registered users. Content made available included human trafficking, child sex trafficking, vicarious trauma, and children exposed to violence, among others.

IACPnet
IACPnet helps law enforcement leaders make informed, data-driven decisions through intuitive online resources, tools, and e-libraries. In 2021, IACPnet had 1,508 member agencies and added 1,236 policies and 1,251 new resources.

Law Enforcement-Based Victim Services (LEV) Program
The LEV Program provides training and technical assistance to 73 law enforcement agencies that are establishing or enhancing victim services programs. In 2021, LEV presented 15 webinars, facilitated 69 virtual technical assistance events, conducted 5 virtual site visits, hosted 2 multiday virtual regional meetings, and released 7 publications.

Police Chief Magazine
IACP's monthly magazine released a special edition in September 2021 that marked the 20 years since the 9/11 attacks by looking at how policing around the globe was influenced and changed by 9/11. This collectors' edition included articles from key players, including the NYPD, FBI, and Five Eyes (security and policing leaders from Australia, Canada, New Zealand, the United Kingdom, and the United States), among others.
**NEW RESOURCES**

Crisis Response and Intervention Training

Enhanced Collaborative Model Anti-Human Trafficking Task Force Protocol Development Checklists

Evidence-Based Crime Reduction Strategies for Small, Rural, and Tribal Agencies

Hate Crimes: Recognition & Reporting Training

Human Trafficking in American Indian and Alaska Native Communities Online Training

Law Enforcement Family Wellness Podcast Series

Law Enforcement Mental Health Toolkit

Maximizing Justice: Building a Prosecution Case Review Process

Officer Health and Wellness: Agency Assessment Tool and Action Planning Roadmap

Resilience for Your Role Postcard Series

Resilience: Keys to Helping Law Enforcement Children Thrive


Traffic Safety Initiatives 5-Part Video Series

Trauma Informed Sexual Assault Investigation Training Curriculum

Overcoming Stress and Burnout

How to Tell If Stress Is Accumulating

Guidance for Law Enforcement Officers

Strategies to Overcome Cumulative Stress and Burnout

When Stress Builds Up:

- Feel physically, mentally, and emotionally
- Feel frustrated about your job
- Feel anxious, dread, or depressed about going to work
- Feel exhausted from your work
- Feel a lack of being productive at work

Prolonged Stress Leading to Burnout: Troubleshooting the Organization and Acting as the Public Face

Experiencing Political Pressure

Having Difficult Conversations

You may be experiencing a buildup of stress and know that you are not the only person doing this work. If you feel any of these describe how you are feeling, now is the time to make changes so that you can cope better and prevent burnout. It is best to incorporate strategies into daily routines to restore your energy and focus. You will be better prepared to lead and develop a culture of wellness for the rest of your career.

EXECUTIVE LEADERS

Identify your character strengths and values, such as honesty, creativity, humor, and leadership— and how you can use them to navigate stress.3 Strengthen your stress resilience by leveraging these to navigate stress.

Recognizing and addressing physical reactions.

Reflecting on at least one thing you noted, keeping a gratitude log, or telling another person that you appreciate them. Genuine gratitude has been shown to help combat feelings of being unappreciated and break a cycle of unhealthy detachment.4

Building positive thinking patterns, such as reminding yourself of a time when you felt proud of something you did or such as when you noted, keeping a gratitude log, or telling another person that you appreciate them. Genuine gratitude has been shown to help combat feelings of being unappreciated and break a cycle of unhealthy detachment.4

Letting go of stress in those muscles.

Muscle relaxation, or engaging in physical exercise that helps to address this tension. Be aware of areas where you hold tension and work.

Methods to avoid burnout include:

- Practice mindfulness (being present and deliberately aware of what you are seeing and feeling)
- Practice gratitude (noticing and reflecting on at least one thing you are thankful for, or internal, such as thinking of something you are thankful for, or another person that you appreciate them. Genuine gratitude has been shown to help combat feelings of being unappreciated and break a cycle of unhealthy detachment.4

Engage in healthy activities and self-care

- Refocus on your purpose and what you are seeing and feeling) present and deliberately aware of
- Include positive habits into your daily routine.
- Listen to music, meditate, journal.
- Incorporate activities, such as exercising, laugh, and journaling. Incorporate what you are seeing and feeling) present and deliberately aware of

Identify your character strengths and values, such as honesty, creativity, humor, and leadership— and how you can use them to navigate stress.3 Strengthen your stress resilience by leveraging these to navigate stress.3

EXECUTIVE LEADERS

听音乐，冥想，写日记，参加活动，比如锻炼，笑，和倾听他人。

Identify your character strengths and values, such as honesty, creativity, humor, and leadership— and how you can use them to navigate stress.3 Strengthen your stress resilience by leveraging these to navigate stress.3

EXECUTIVE LEADERS

听音乐，冥想，写日记，参加活动，比如锻炼，笑，和倾听他人。

Identify your character strengths and values, such as honesty, creativity, humor, and leadership— and how you can use them to navigate stress.3 Strengthen your stress resilience by leveraging these to navigate stress.3

EXECUTIVE LEADERS

听音乐，冥想，写日记，参加活动，比如锻炼，笑，和倾听他人。
IACP Policy Fact Sheets
The IACP developed policy fact sheets on key issues such as qualified immunity and use-of-force standards to provide police leaders with clearly defined talking points specific to complex police reform proposals.

Police Reform Negotiations
The IACP has been an integral part of the police reform discussions with elected officials. During the many negotiations, the IACP has always maintained that there be no changes to the existing qualified immunity doctrine, to 18 USC 242, or to the *Graham v. Connor* standard on the use of force. During negotiations with Congressional partners, the IACP managed to keep those elements out of any legislation. It was disappointing to see the negotiations fall through because the legislation specifically provided additional funding to assist law enforcement agencies in training, agency accreditation, and data collection initiatives. The IACP continues to remain active in police reform discussions with the U.S. Congress and the Biden administration.

U.S. Federal Bills to Support Law Enforcement Signed into Law
The IACP joined U.S. leaders at the White House for a bill signing ceremony where the president signed three critical law enforcement bills, which the IACP supported, into law. These bills will enhance the Public Safety Officers’ Benefits (PSOB) program by ensuring that law enforcement and first responders who are disabled in the line of duty have prompt access to benefits, make it easier for police officers to seek out peer support for mental wellness, and ensure that individuals who harm or attempt to harm U.S. federal officers and employees serving abroad can be prosecuted in the United States. During the bill signing ceremony, U.S. President Biden recognized IACP’s policy standing and efforts.

National Summit on Improving Intelligence and Information Sharing
U.S. Department of Homeland Security (DHS) Secretary Alejandro N. Mayorkas announced that DHS and the IACP will jointly host a national summit on improving intelligence and information sharing between federal, state, local, tribal, territorial, and campus law enforcement agencies. Summit planning has already commenced, with the official summit to be held in 2022.
<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
<th>Title</th>
<th>Department/Office</th>
</tr>
</thead>
<tbody>
<tr>
<td>President</td>
<td>Cynthia Renaud</td>
<td>Chief of Police (Ret.)</td>
<td>Santa Monica Police Department (CA)</td>
</tr>
<tr>
<td>Parliamentarian</td>
<td>Max Santiago</td>
<td>Deputy Commissioner (Ret.)</td>
<td>California Highway Patrol</td>
</tr>
<tr>
<td>Immediate Past President</td>
<td>Steven Casstevens</td>
<td>Chief of Police</td>
<td>Buffalo Grove Police Department (IL)</td>
</tr>
<tr>
<td>First Vice President</td>
<td>Dwight Henninger</td>
<td>Chief of Police</td>
<td>Vail Police Department (CO)</td>
</tr>
<tr>
<td>Second Vice President</td>
<td>John Letteney</td>
<td>Chief of Police</td>
<td>Thomasville Police Department (GA)</td>
</tr>
<tr>
<td>Third Vice President</td>
<td>Wade Carpenter</td>
<td>Chief of Police</td>
<td>Park City Police Department (UT)</td>
</tr>
<tr>
<td>Fourth Vice President</td>
<td>Ken Walker</td>
<td>Chief of Police</td>
<td>West University Place Police Department (TX)</td>
</tr>
<tr>
<td>Fifth Vice President</td>
<td>David Rausch</td>
<td>Director</td>
<td>Tennessee Bureau of Investigation</td>
</tr>
<tr>
<td>Vice President at Large</td>
<td>Will Johnson</td>
<td>Chief of Police</td>
<td>BNSF Railway Police Department (TX)</td>
</tr>
<tr>
<td>Vice President at Large</td>
<td>Kristen Ziman</td>
<td>Chief of Police (Ret.)</td>
<td>Aurora Police Department (IL)</td>
</tr>
<tr>
<td>Vice President-Treasurer</td>
<td>Ronald Sellon</td>
<td>Chief of Police</td>
<td>Mansfield Police Department (MA)</td>
</tr>
<tr>
<td>International Vice President</td>
<td>Ray Villanueva</td>
<td>Special Agent in Charge</td>
<td>U.S. Homeland Security Investigations</td>
</tr>
<tr>
<td>General Chair MSA</td>
<td>Edward Walsh</td>
<td>Chief of Police</td>
<td>Taunton Police Department (MA)</td>
</tr>
<tr>
<td>General Chair S&amp;P</td>
<td>Matthew Langer</td>
<td>Colonel</td>
<td>Minnesota State Patrol</td>
</tr>
<tr>
<td>General Chair SACOP</td>
<td>James Hicks</td>
<td>Chief of Police</td>
<td>Natick Police Department (MA)</td>
</tr>
<tr>
<td>Executive Director/Chief Executive Officer</td>
<td>Vincent Talucci</td>
<td></td>
<td>IACP</td>
</tr>
</tbody>
</table>
2020–2021 Board of Directors

DERRICK ABELL  
Chief of Police  
Manhattan Beach Police Department (CA)

ALI AL-GHUFLI  
Colonel  
Ministry of Interior, UAE

YITZHAK ALMOG  
Commander  
Police & Public Security Ministry Attache, Embassy of Israel

TODD AXTELL  
Chief of Police  
Saint Paul Police Department (MN)

JOHN BATISTE  
Chief  
Washington State Patrol

ERIK BLAKE  
Chief of Police  
Oak Bluffs Police Department (MA)

WILLIAM BROOKS  
Chief of Police  
Norwood Police Department (MA)

VERA BUMPERS  
Chief of Police  
Houston Metro Transit Authority Police (TX)

STACEY COTTON  
Chief of Police  
Covington Police Department (GA)

JEFF CRAIG  
Chief of Police  
Richmond Police Department (TX)

CERELYN DAVIS  
Chief of Police  
Memphis Police Department (TN)

MITCHELL DAVIS  
Chief of Police  
Hazel Crest Police Department (IL)

WILLIAM DENKE  
Chief of Police  
Sycuan Tribal Police Department (CA)

SEAN DUGGAN  
Chief of Police  
Chandler Police Department (AZ)

JOSEPH FARROW  
Chief of Police  
University of California-Davis Police Department (CA)

MARY GAVIN  
Chief of Police  
Falls Church Police Department (VA)

CHARLES GIBLIN  
Special Agent in Charge/Chief  
New Jersey Department of Treasury

WILLIAM GROSS  
Police Commissioner (Ret.)  
Boston Police Department (MA)

BRYAN LARKIN  
Chief of Police  
Waterloo Regional Police Service, Canada

RICHARD LEYRER  
Head of Department  
Ministry of Interior, Hungary

JAMES LYON  
Assistant Vice President/Chief of Police  
Augusta University Police Department (GA)

NOEL MARCH  
Chief of Police  
Maine Community Policing Institute University of Maine-Augusta

THOMAS MENGEL  
Chief of Police  
Union Pacific Railroad Police Department, Omaha (NE)

JOHN MINA  
Sheriff  
Orange County Sheriff’s Office (FL)

MICHEL MOORE  
Chief of Police  
Los Angeles Police Department (CA)

MIKE PANNETT  
Assistant Commissioner, National and International Security  
New Zealand Police

CRAIG PRICE  
Cabinet Secretary  
South Dakota Department of Public Safety

TOMMIE REESE  
State Law Enforcement Coordinator  
Office of the Alabama Attorney General

DERECK STEWART  
Colonel (Ret.)  
Tennessee Highway Patrol

RICHARD STILLMAN  
Chief of Police  
Moultonborough Police Department (NH)

ROBERT TRACY  
Chief of Police  
Wilmington Police Department (DE)

JULIA VIEDMA  
Head of the Operational & Analysis Centre  
EUROPOL

PAUL WILLIAMS  
Chief of Police  
Springfield Police Department (MO)

International Association of Chiefs of Police
44 Canal Center Plaza, Suite 200  
Alexandria, VA 22314
Direct: 703-836-6767  
Main Line: 1-800-THE-IACP  
Fax: 703-836-4543  
www.theIACP.org