

International Association of Chiefs of Police

2016 ANNUAL REPORT



CONNECT



PARTICIPATE



LEARN



ADVOCATE



SUCCEED





About the IACP

Vision

*Serving the Leaders of Today,
Developing the Leaders of Tomorrow®*

Mission

*IACP is dedicated to advancing the law enforcement
profession through advocacy, outreach, education,
and programs.*

Table of Contents

| | | |
|-----------------------------------------------------------------------------------|--------------------------------------------|-----------|
| | Executive Director/CEO's Note | 2 |
| | President's Corner | 3 |
|  | Connect | 4 |
|  | Participate | 7 |
|  | Learn | 9 |
|  | Advocate | 12 |
|  | Succeed | 16 |
| | Partnerships | 17 |
| | Financials | 18 |
| | IACP Leadership | 19 |



Vincent Talucci
Executive Director/CEO

Letter from the Executive Director/ Chief Executive Officer

Today, law enforcement is faced with a myriad of challenges. The upheaval in the criminal justice world has touched each and every one of us. Increased attacks on law enforcement, community-police relations, terrorism, violent extremism, advancing technology, police reform, de-escalation, narcotics, increased calls for service outside of the traditional norms of law enforcement's duties—these are just a few of the challenges the profession has had to face in 2016.

Despite the complexities and challenges that abound, the IACP never lost sight of what was important, the law enforcement profession. The IACP went on the road to advocate for our members and the profession and to listen to your needs and concerns. Throughout 2016, we developed new policies, initiatives, and training programs to help make you and your agencies the best they could be.

Please take a few moments to look through our 2016 Annual Report to see how we helped those in the field connect, participate, learn, advocate, and succeed over the past year.

Sincerely,

A handwritten signature in black ink, appearing to read 'V. Talucci'. The signature is stylized with a large 'V' and a cursive 'Talucci'.

Vincent Talucci, Executive Director/Chief Executive Officer

President's Corner

When I was sworn in as president of the International Association of Chiefs of Police, I could not have imagined the journey I would embark upon. I feel truly fortunate to have had the opportunity to represent the law enforcement community and to have met so many remarkable and thoughtful leaders over the course of the year.

This year, I set out on a mission to learn about the global challenges being faced by law enforcement. My travels took me to Rwanda, Mexico, Thailand, France, the Netherlands, Canada, and to every corner of the United States. I am proud to say that the IACP has expanded its global reach and now serves more than 27,000 members in 133 countries. This is a record high, and I hope that we will continue this trend.

While these numbers are a cause for celebration, I believe that law enforcement is currently facing, arguably, the most challenging time in policing history. We have witnessed horrific acts of terrorism and violent extremism that have taken the lives of too many innocent people. These tragedies have shocked the world and left many questions and concerns in their wake. It has also steeled our resolve and reinforced the need for all of us to work together to prevent further tragedies.

Law enforcement leaders are also encountering a period where the actions of the profession are being called into question. We find ourselves having to defend our policies and practices, as well as the actions of our fellow officers. The overwhelming majority of the men and women in law enforcement are honorable and noble and the reason we chose this profession is our passion and drive to help others, to safeguard the community, and to protect the people who need it most.

Because of these remarkable men and women within law enforcement, it has been my honor and privilege to have had the opportunity to lead this amazing organization for the past year. I would like to offer Chief Donald W. De Lucca of the Doral, Florida, Police Department my congratulations and complete support as he assumes the IACP presidency. Thank you all for your service and your support over the past year.

Sincerely,



Chief Terrence M. Cunningham, 2015-2016 IACP President



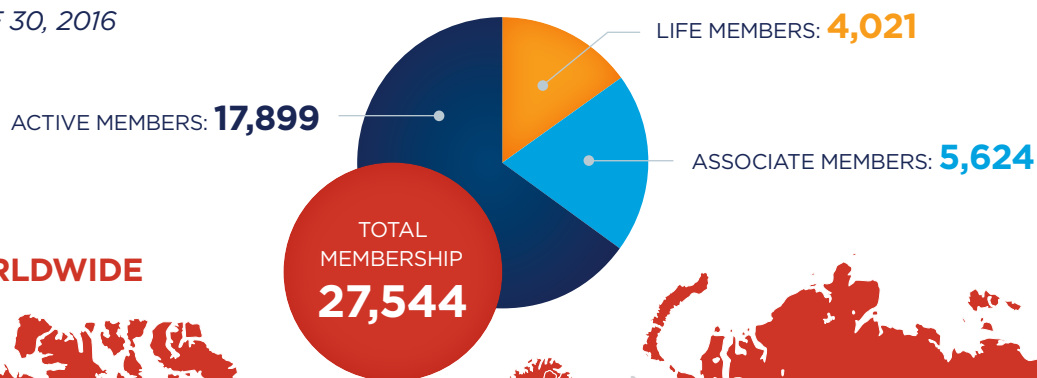
Chief Terrence M. Cunningham
2015-2016 IACP President

Connect

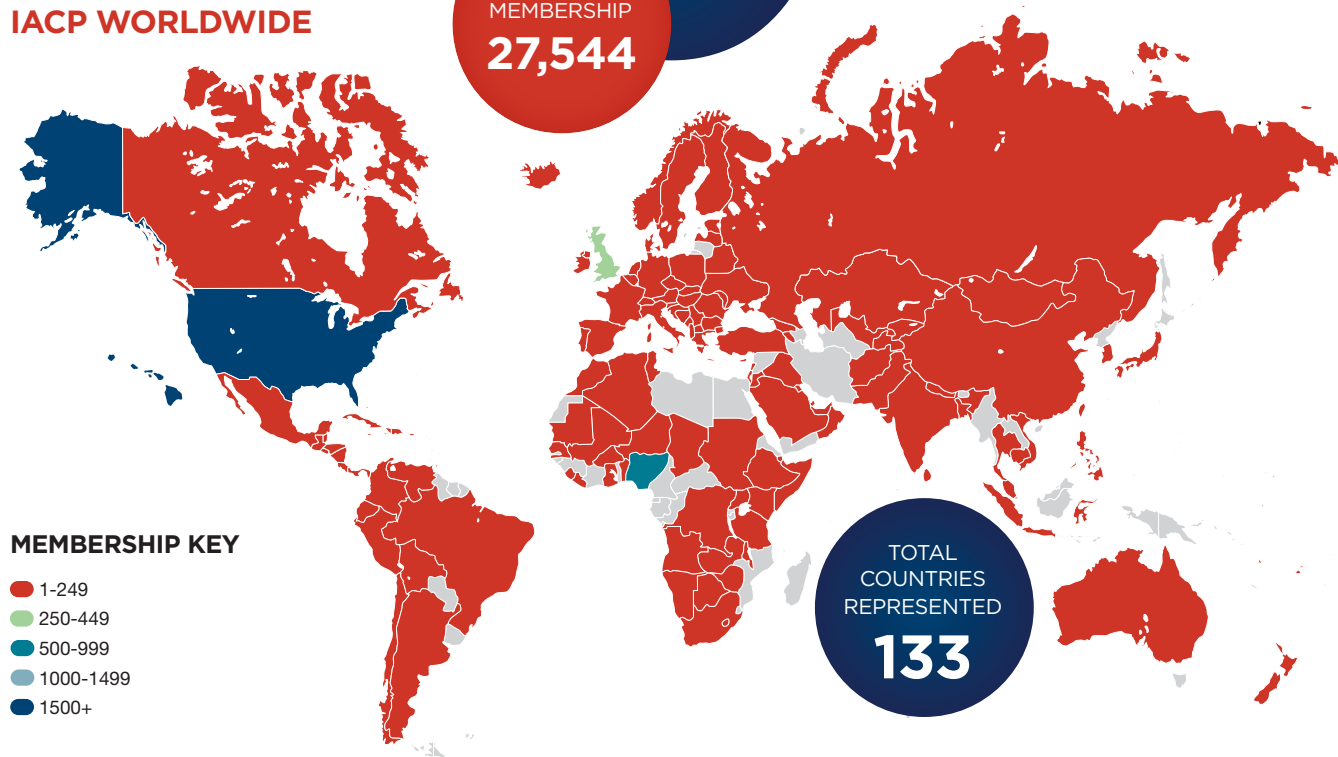
The IACP connects law enforcement leaders from around the world with each other and with valuable resources officers, agencies, and communities need to succeed.

MEMBERSHIP STATISTICS

AS OF JUNE 30, 2016



IACP WORLDWIDE



SOCIAL MEDIA STATISTICS FOR 2016



TWITTER

Followers: **24,800**

New Followers: **5,419**



FACEBOOK

Likes: **13,724**

Fans: **13,101**



BLOG

45,693 Views

81 posts published



YOUTUBE

189,224 minutes of watch time

58,602 views



IACP on the Web



PAGE VIEWS:
5,824,018



UNIQUE VISITORS:
1,394,293



TOP PAGES:
**JOBS, OATH OF HONOR,
TRAINING CLASSES**

THE LEAD

In response to member feedback, IACP updated *The Lead*, the association's daily news briefing service. Updates included an earlier delivery time, article summaries, and the ability to share articles on social media. Members have responded with an overwhelming engagement rate:

The Lead's 90-day unique reach is **82%**.

POLICE CHIEF MAGAZINE

In 2016, the IACP redesigned the *Police Chief* website to create a more user-friendly, mobile-compatible experience for its members. The new website design allows for more online-only bonus articles and exclusive access to most content for IACP members and *Police Chief* subscribers.

Statistics



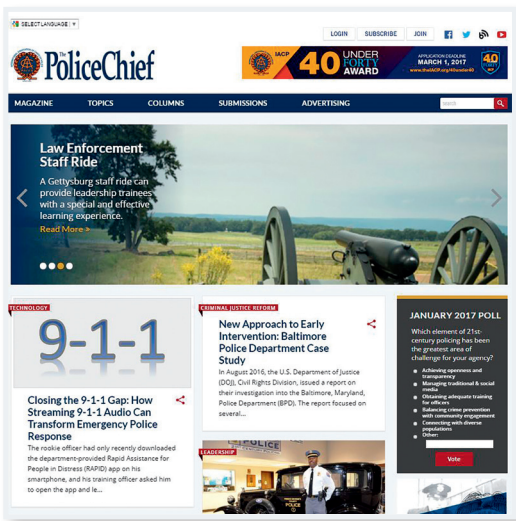
AVERAGE CIRCULATION IN FY 2016
25,300



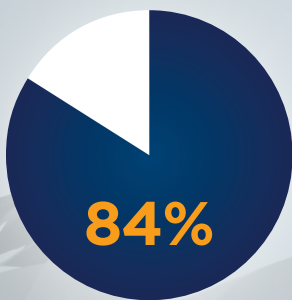
AVERAGE TIME SPENT READING
PRINT VERSION
49 MINUTES/ISSUE



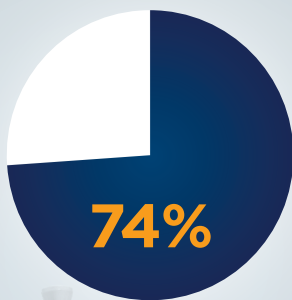
145,530 READERS
EACH COPY IS SHARED WITH **6.93** READERS



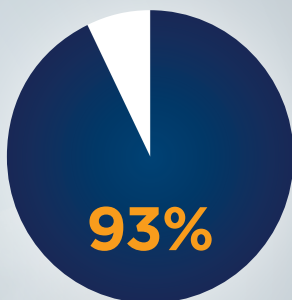
PC Magazine Website



ARE REGULAR READERS
(read at least 3 of 4 issues)



SAVE COPIES



**TOOK ACTION AFTER
READING *POLICE CHIEF***

(shared article, visited
advertiser website, filed for
future reference, etc.)

Participate

IACP provides a gateway to a number of opportunities for law enforcement professionals to grow their network and set out on the path to success. There are a number of ways to get involved including conferences, working groups, and projects and programs.

2016 ANNUAL CONFERENCE AND EXPOSITION

OCTOBER 15-18, 2016 • SAN DIEGO, CALIFORNIA



Statistics



TOTAL ATTENDANCE
16,398



DELEGATES FROM
80 COUNTRIES



EXHIBITORS
715

New in 2016!

- ➔ Quick Hits
- ➔ Keynote Speaker at the Opening Ceremony
- ➔ Content Capture of the Leadership Track
- ➔ Live Streaming of Opening Ceremony

Program



EDUCATIONAL TRACKS
15



WORKSHOPS
229



MEETINGS AT THE
CONVENTION CENTER
87








EVENTS IN HOTELS
OR OTHER VENUES
158



ANNUAL TRAINING CONFERENCE ON DRUGS, ALCOHOL, AND IMPAIRED DRIVING

AUGUST 13-15, 2016 • DENVER, COLORADO



| | | |
|-------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|
|  TOTAL ATTENDANCE OVER 1,000 |  ATTENDEES FROM 5 COUNTRIES |  WORKSHOPS 30 |
|  GENERAL SESSIONS 5 |  EXHIBITORS 14 | |

ANNUAL IACP LAW ENFORCEMENT INFORMATION MANAGEMENT (LEIM) TRAINING CONFERENCE AND TECHNOLOGY EXPOSITION

MAY 23-25, 2016 • DALLAS, TEXAS



| | |
|------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|
|  TOTAL ATTENDANCE 592 |  ATTENDEES FROM 9 COUNTRIES |
|  WORKSHOPS 30 |  EXHIBITORS 64 |

DIVISIONS

The **Division of State & Provincial Police (S&P)**, the **Division of State Associations of Chiefs of Police (SACOP)**, and the **Midsized Agencies Division** met in Washington, D.C. March 30 - April 3, 2016 for a joint division meeting where all three groups participated in an IACP town hall.

At the IACP 2016 Annual Conference and Exposition in San Diego, California, the membership voted to create the IACP Midsized Agencies Division, which provides a voice for law enforcement executives of agencies with 50 to 999 sworn officers.

ONE MIND CAMPAIGN

IACP launched the One Mind Campaign to ensure successful interactions between police officers and persons affected by mental illness. To join the campaign, law enforcement agencies must commit to implementing four promising practices.

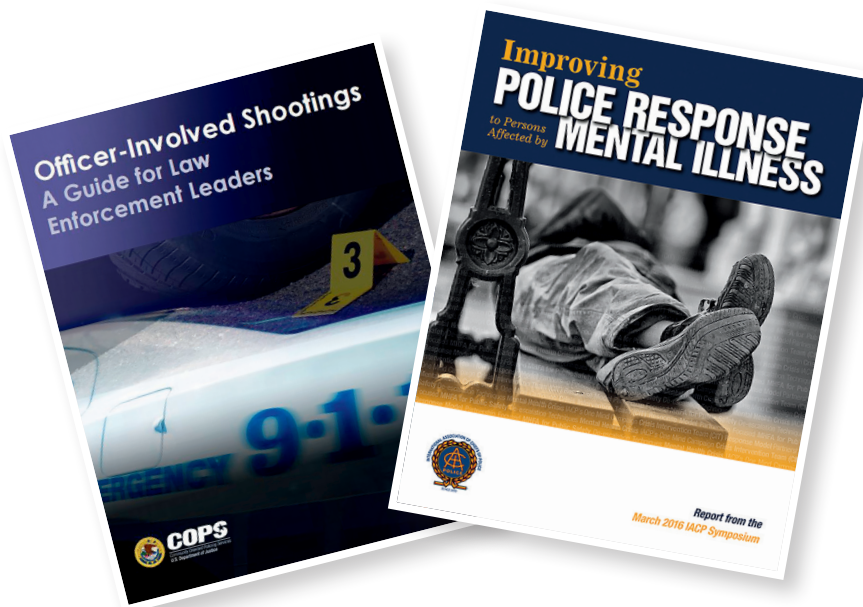


Learn

The IACP regularly provides training opportunities and educational resources for law enforcement professionals around the world. From leadership to policy and operations, IACP continuously works to address emerging issues.

NEW PROGRAMS IN 2016

- IACP/University of Cincinnati (UC) Center for Police Research and Policy
- Institute for Community-Police Relations (ICPR)
- Policing Inside-Out: Building Trust Through Transformative Education - A Partnership between the IACP's Institute for Community-Police Relations and Howard University
- Police and Youth Engagement: Supporting the Role of Law Enforcement in Juvenile Justice Reform





HIGHLIGHTED RESOURCES

- Addressing 21st Century Drug Issues Report
- An Evidence-Assessment of the Recommendations of the President's Task Force on 21st Century Policing
- Citation in Lieu of Arrest Report
- Combating Sex Trafficking toolkit
- Eyewitness Identification Model Policy
- Investigation of Hate Crimes Model Policy
- Law Enforcement Response to Individuals with Intellectual and Developmental Disabilities Model Policy
- Partnerships in Pretrial Justice: A Law Enforcement Leader's Guide to Understanding and Engaging in Meaningful Front-End Justice System Change
- Promising Practices in Tribal Community Policing
- Safeguarding Children of Arrested Parents toolkit



RESOURCE DOWNLOADS

123,486



HARDCOPIES DISSEMINATED

8,417



ELECTRONIC VERSIONS DISSEMINATED

53,514

HIGHLIGHTED TRAINING PROGRAMS:

- Community-Focused Security Services for Saudi Aramco
- Countering Violent Extremism Online Training for Law Enforcement
- Enhancing Law Enforcement Anti-Human Trafficking Task Force Operations TTA Project
- Enhancing Law Enforcement Response to Children Exposed to Violence
- Executive Seminars for the Indian Police Service
- Identifying an Armed Person
- International Police Education and Training Programs – Nigeria and Morocco
- Leadership in Police Organizations
- Multidisciplinary Study Tour on Combating Sexual and Gender-Based Violence – Egypt
- National Campus Law Enforcement Training and Technical Assistance on Gender Based Violence
- National Law Enforcement Leadership Initiative on Violence Against Women
- Trauma Informed Sexual Assault Investigation Training
- Women's Leadership Institute



TRAINING EVENTS
CONDUCTED

271



ATTENDEES

11,911



EDUCATIONAL HOURS

7,440



Advocate

By serving as the professional voice of law enforcement, IACP works to ensure that community stakeholders, legislators, and other groups understand issues related to law enforcement and public safety and that members and others in the field are able to learn from global best practices.

IACP ADVOCATED ON KEY POLICY ISSUES

Throughout the year, the IACP worked with the U.S. administration, as well as with members of Congress, on a wide range of issues critical to public safety and the law enforcement profession. When it was announced that there would be major changes to the Department of Justice's (DOJ's) Asset Forfeiture Program, the IACP worked immediately to relay the negative impact this would have on law enforcement and the ability to safeguard the public. Following several conversations, the payments from DOJ's equitable sharing program were eventually renewed.

IACP WAS ACTIVE IN COMMUNITY-POLICE RELATIONS DISCUSSIONS

The IACP made sure it was at the forefront of conversations regarding community-police relations. The IACP participated in meetings with U.S. President Obama and Vice President Biden regarding the challenges confronting policing and communities and finding ways to bridge those gaps and work towards collaborative solutions.

IACP HOSTED CONGRESSIONAL BRIEFINGS

The IACP partnered with the National District Attorneys Association to host a series of congressional briefings to educate members of Congress and their staff on the issue of encryption, the current barriers to accessing electronic communications faced by law enforcement, and the effects on public safety capabilities.



PRESIDENTIAL CANDIDATE QUESTIONNAIRES

The IACP sought and received answers to 10 questions on criminal justice policy issues from the Hillary Clinton and Donald Trump campaigns in an effort to keep the law enforcement profession informed of the U.S. candidates' positions specific to criminal justice and how they plan to work with law enforcement.

POLICY PRIORITIES

IACP developed a tailored policy priorities document that focuses on several critical issues that are priorities for law enforcement. The document should be used in discussions with elected officials regarding key criminal justice related issues.

CRITICAL ISSUE LISTENING TOUR

The IACP conducted a series of critical issue forums in eight locations throughout the United States and Canada. The purpose of these sessions was to meet with and listen to police executives to gain a better understanding of the distinctive challenges they are facing and examine the vast array of challenges currently confronting the law enforcement profession as a whole. Following the tour, a report was released to outline the issues raised as well as to highlight overarching themes.

USE OF FORCE

The IACP led an effort in conjunction with the Fraternal Order of Police, to assemble law enforcement leadership and labor organizations to examine the issue of use of force by law enforcement officers.

The extensive work of the participating organizations resulted in a National Consensus Policy on Use of Force. This consensus policy, supported by 11 of the leading law enforcement leadership and labor organizations, is solely intended to serve as a template for law enforcement agencies to compare and enhance their existing policies.

The work of the 11 consensus organizations continues in 2017, with the plan to release a consensus policy discussion paper to provide additional information regarding the elements found in the consensus policy.



MAKING OUR VOICES HEARD:

Highlight of News Headlines

America's Police Chiefs have 10 Pointed Questions for Candidates Trump and Clinton
—The Washington Post

Protocol for Reducing Police Shootings Draws Backlash from Unions, Chiefs Group
—The Washington Post

Here are the Two Groups Who are Receiving \$1 Million Each from Michael Jordan
—The Washington Post

How Can We Improve Relations Between Police and Minority Communities?
—CBS News

Police Fear Protests Sparking Backlash Against Law Enforcers
—USA Today



**After Baton Rouge, a Weary Fear Builds
Among Those Who Protect and Serve**

—The Washington Post

**The Federal Government is
Fighting Apple for Something
the Police Want Too**

—LA Times



Police Officers Under Added Stress

—The Washington Post

**Cooler Heads Need to Prevail
in Law Enforcement Debate**

—THE HILL

**Police and Tech Giants Wrangle
Over Encryption on Capitol Hill**

—NY Times

**Law Enforcement Mobilizes
Behind Encryption Bill**

—THE HILL

The opportunities to connect, participate, learn, and advocate help build the capacity of law enforcement professionals to respond to ever-changing environments in the field. In addition, IACP offers a number of services designed specifically to support law enforcement officers throughout their careers.

CRITICAL ISSUES DASHBOARDS: The IACP developed key messaging worksheets designed to break down a critical topic, and provide key talking points and facts to assist law enforcement in daily communications. These worksheets and other pertinent documents are housed together on the new online Critical Issue Dashboards.

PROFESSIONAL SERVICES: The IACP offers comprehensive staffing and management studies to assist agencies in assessing organizational dynamics and operational performance. The IACP also recognizes the critical importance of selecting and advancing the right candidates into leadership positions. For decades, the IACP has been a leader in assisting agencies with their staffing needs by offering executive searches, custom promotional examinations, and assessment centers.



Critical Issues Messaging

PROFESSIONAL SERVICE HIGHLIGHTS:

- Conducted a survey of 10 U.S. police agencies to examine successful hiring and recruiting strategies. The data will be used in future assessments of police agencies regarding their hiring and recruiting efforts.
- Conducted national survey of detectives, which looked at workload, case closures, and stress and wellness. It provided information that is critical to examining the efforts of investigators.

| | | | | | |
|-------------------------------------------------------------------------------------|--------------------------------------|-------------------------------------------------------------------------------------|--------------------------|---------------------------------------------------------------------------------------|--------------------------------|
|  | MANAGEMENT STUDIES 7 |  | ASSESSMENT CENTERS 11 |  | PROMOTIONAL EXAMINATIONS 44 |
|  | CUSTOM PROMOTIONAL EXAMINATIONS 8 |  | EXECUTIVE SEARCHES 5 | | |

IACP Partnerships

The IACP's global reach is strengthened by partnerships with public, private, and nonprofit groups and organizations. Collaboration with key entities ensures that the interests of the law enforcement community are included in discussions with global leaders and industry professionals and that IACP members have access to the most comprehensive solutions available.

IACP PARTNER PROGRAM: The IACP Partner Program provides a mechanism for companies and organizations to show their support of the IACP mission and vision and to strengthen the industry, support and educate today's decision makers, and prepare the next generation for the future of law enforcement.

PLATINUM PARTNERS



SILVER PARTNERS



OTHER KEY PARTNERSHIPS

AMERIPOL

Arlington (TX) Police Department

ASEANAPOL

Baltimore (MD) Police Department

Customs and Border Protection

EUROPOL

FBI National Academy

NAACP

Howard University

Immigration and Customs Enforcement

INTERPOL

Prince George's County (MD)
Police Department

University of Cincinnati

United States Army

Financials

Unaudited Financials as of fiscal year ended September 30, 2016

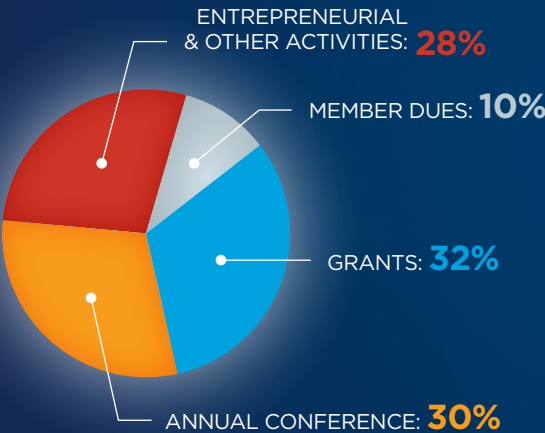
Statement of Financial Position

| | |
|-----------------------------------------|-------------------|
| Cash and Investments | 23,024,000 |
| Accounts Receivable | 2,934,000 |
| Property and Equipment | 2,334,000 |
| Prepaid Expenses | 1,919,000 |
| Total Assets | 30,211,000 |
| Deferred Revenue | 10,252,000 |
| Deferred Lease Liability | 2,454,000 |
| Accounts Payable and Accrued Expenses | 1,486,000 |
| Net Assets | 16,019,000 |
| Total Liabilities and Net Assets | 30,211,000 |

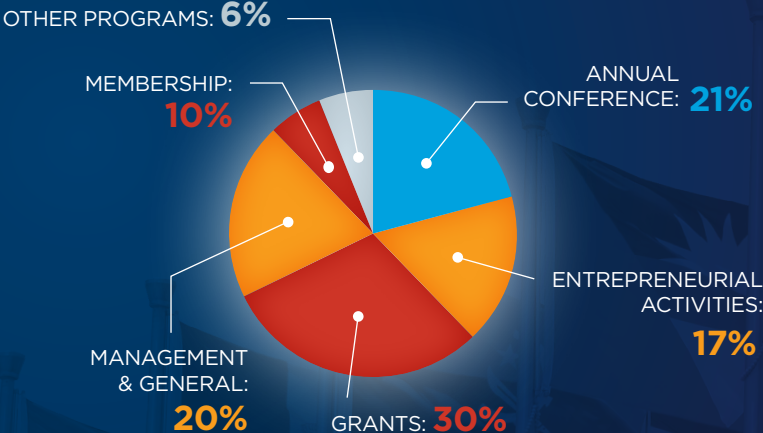
Statement of Activities

| | |
|--------------------------------------|-------------------|
| Grants | 8,544,000 |
| Annual Conference | 8,042,000 |
| Entrepreneurial and Other Activities | 7,525,000 |
| Member Dues | 2,718,000 |
| Total Revenue | 26,829,000 |
| Programs | 7,610,000 |
| Annual Conference | 5,402,000 |
| Management and General | 5,105,000 |
| Entrepreneurial Activities | 4,436,000 |
| Other Programs | 1,529,000 |
| Membership | 1,385,000 |
| Total Expenses | 25,467,000 |
| Net Income | 1,362,000 |

Revenue



Expenses



Leadership

2015-2016 EXECUTIVE BOARD

President

Terrence M. Cunningham

Chief of Police
Wellesley Police Department, MA

Immediate Past President

Richard M. Beary

Chief of Police
University of Central Florida
Police Department, FL

First Vice President

Donald W. De Lucca

Chief of Police
Doral Police Department, FL

Second Vice President

Louis M. Dekmar

Chief of Police
LaGrange Police Department, GA

Third Vice President

Paul M. Cell

Chief of Police
Montclair State University Police
Department, NJ

Fourth Vice President

Steven R. Casstevens

Chief of Police
Buffalo Grove Police
Department, IL

Vice President at Large

James R. Craze

Chief of Police
Greenbelt Police Department, MD

Richard E. Smith

Chief of Police
Wakefield Police Department, MA

International Vice President

Patrick Stevens

Director Counter-Terrorism
INTERPOL
Lyon, France

Vice President Treasurer

Dwight E. Henninger

Chief of Police
Vail Police Department, CO

General Chair SACOP

John W. Letteney

Chief of Police
Apex Police Department, NC

General Chair S & P

W. Steven Flaherty

Colonel/Superintendent
Virginia State Police

Parliamentarian

Peter L. Carnes

Chief of Police
Stonehill College Police
& Safety, MA

Executive Director/Chief Executive Officer

Vincent Talucci

*Executive Director/Chief
Executive Officer*
International Association of Chiefs
of Police, Alexandria, VA

2015- 2016 BOARD OF DIRECTORS

At Large #1

Vince N. Hawkes

Commissioner
Ontario Provincial Police

Group 1: Seat #1

Vacant

Group 1: Seat #2

Steven M. Pare

Commissioner of Public Safety
City of Providence, RI

At Large #2

Rick D. Scarbrough

Chief of Police
Clinton Police Department, TN

Group 2: Seat #1

Vernon M. Keenan

Director
Georgia Bureau of
Investigation, GA

Group 2: Seat #2

Bernadette A. DiPino

Chief of Police
Sarasota Police Department, FL

At Large #3

Joseph H. Lumpkin Sr.

Chief of Police
Savannah-Chatham Metropolitan
Police Department, GA

Group 3: Seat #1

Paul F. Williams

Chief of Police
Springfield Police
Department, MO

Group 3: Seat #2

Kriste K. Etue

Colonel/Director
Michigan State Police

At Large #4

Matthew Langer

Colonel/Chief
Minnesota State Patrol

Group 4: Seat #1

John R. Batiste

Chief
Washington State Patrol

Group 4: Seat #2

Ken A. Walker

Chief of Police
West University Place Police
Department, TX

Railroad Police Section

Thomas A. Mengel

General Director Police
Operations & Assistant Chief
Union Pacific Railroad Police
Department, NE

Indian Country Section

William Denke II

Chief of Police
Sycuan Tribal Police
Department, CA

University/College Police Section

James C. Lyon

Chief of Police
Augusta University Police
Department, GA

Agency size 1-15

Vacant

Agency size 16-25

Wade K. Carpenter

Chief of Police
Park City Police Department, UT

Agency size 26-49

Mary E. Gavin

Chief of Police
Falls Church Police
Department, VA

At Large #5

Will D. Johnson III

Chief of Police
Arlington Police Department, TX

At Large #6

Wayne Hall

Chief of Police
University of Louisville Police
Department, KY

At Large #7

Ellison E. Greenslade

Commissioner of Police
Royal Bahamas Police Force

At Large #8

Lianne M. Tuomey

Chief of Police
University of Vermont Police
Services, VT

At Large #9

Gregory W. Rushin

Chief of Police
Plano Police Department, TX

At Large #10

William G. Brooks

Chief of Police
Norwood Police Department, MA

At Large #11

Sandra R. Spagnoli

Chief of Police
Beverly Hills Police
Department, CA

At Large #12

Charles R. Press

Chief of Police
Key Biscayne Police
Department, FL

At Large #13

Vacant

At Large #14

Kathleen M. O'Toole

Chief of Police
Seattle Police Department, WA

Canada

Clive L. Weighill

Chief of Police
Saskatoon Police Service

Agency size 50-99

Cynthia E. Renaud

Chief of Police
Folsom Police Department, CA

Agency size 100-249

Vacant

Agency size 250-499

Sean E. Duggan

Chief of Police
Chandler Police Department, AZ

Agency size 500+

Edward A. Flynn

Chief of Police
Milwaukee Police Department, WI

Ex-Officio Members

Timothy J. Lowery

Chief of Police
Florissant Police Department, MO

Tracy G. Trott

Colonel
Tennessee Highway Patrol

Federal Liaisons

David Harlow

Deputy Director
U.S. Marshals Service

R. Gil Kerlikowske

Commissioner
Customs & Border Protection
U.S. Department of Homeland
Security

Andrew G. McCabe

Deputy Director
Federal Bureau of Investigations

Chuck Rosenberg

Acting Administrator
Drug Enforcement Association
U.S. Department of Justice

Francis X. Taylor

Under Secretary
Office of Intelligence & Analysis
U.S. Department of Homeland
Security



International Association of Chiefs of Police

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