INTRODUCTION

The year 2005 proved to be an interesting and often difficult one for public safety agencies both at home and abroad. A series of devastating hurricanes tested public safety agencies throughout the United States Gulf Coast, severely impacting many. Dealing with the ever-present threat of terrorism continued to represent one of the biggest challenges faced by public safety today. In addition, budgetary and personnel constraints affected many agencies, leading them to adopt innovative and novel approaches in order to continue effectively serving their communities.

It is within this environment that the Commission on Accreditation for Law Enforcement Agencies, Inc.’s (CALEA®) activities are reported for 2005. It was a year that saw the adoption of the 5th Edition of CALEA’s Standards for Law Enforcement Agencies manual, the introduction of a new awards program and a groundbreaking project with the U.S. Justice Department. The following is a summary of the significant activities and accomplishments in 2005 that will serve to further enhance CALEA’s ability to provide its credentialing services to public safety agencies.

HISTORY

The Commission was founded in 1979 through the combined efforts of the International Association of Chiefs of Police (IACP), the National Organization of Black Law Enforcement Executives (NOBLE), the National Sheriffs’ Association (NSA) and the Police Executive Research Forum (PERF). CALEA is a private, nonprofit, tax-exempt (501[c]3) corporation and is not part of any governmental entity. Twenty-one Commissioners, 11 law enforcement professionals and 10 representatives from the public and private sector, form the Board of Directors.

MISSION

The Commission’s overall mission is to improve the delivery of public safety services, primarily through voluntary public safety agency accreditation and recognition programs organized and maintained in the public interest.

COMMISSION CONFERENCES

The Commission held three conferences during 2005: Birmingham, Alabama; Boston, Massachusetts; and Nashville, Tennessee.
HIGHLIGHTS:

- In addition to the standard accreditation/recognition related training workshops, the following workshops were held: APCO - Training Public Safety Professionals; Clandestine Drug Labs; Cop Shock - Post Traumatic Stress Disorder; Gossips, Complainers & Terminators, Oh My; Handling People With Mental Illness; Is Your Community Doing All It Can to Take a Bite Out of Crime?; Law Enforcement Officers Flying Armed; Partnering for Preparedness: The Use of Law Enforcement in Public Emergencies; SOPS for Bicycle Patrol – Managing Risk Through Standards; and The Remote Approach to Explosive Devices.

- The following panels were presented: Accreditation Manager; Hosting a CALEA Conference; and the Role of the CEO in the Accreditation Process.

- The following groups met: Canadian Police Accreditation Coalition (CANPAC); Public Safety Communications Accreditation Support Network (PSCASN); and State Agency Accreditation Coalition (SAAC).

- The following Standing and ad hoc committees met: Awards, CALEA Agency Support Fund (CASF), Corporate Affairs; Investment; Outreach; Standards Review and Interpretation; and Strategic Planning.

- A Town Hall Meeting and a Full Commission Business Session were held.


- Fifty-two agencies were reaccredited.

- Accreditation awarded to 20 new agencies.

- Six agencies were granted CALEA Recognition.

- Six agencies were recognized through the Alliance Program.

- Accepted the 2004 CALEA Annual and Audit Reports.

- Held a CALEA Exhibit Hall.

- Attendance: 755.
HIGHLIGHTS:

- In addition to the standard accreditation/recognition related training workshops, the following workshops were held: Accreditation: A Vehicle for Reducing Your Legal Liability; APCO Training – Where Public Safety Communications Turns to Learn; Critical Incident Management Tasks; Developing a Strategic Plan; Evaluating Communications Center Trainee Performance; Eyewitness Identification: A Discussion of New Procedural Guidelines Based on Scientific Principles; Investigation of Persons Utilizing the Internet for Criminal Activity; Law Enforcement Issues, Foreign Nationals and Diplomatic Immunity: “A Horse of a Different Color”; Leadership During an Internal Crisis “A Policy on Domestic Violence in the Department”; Model Voluntary Police Fitness and Wellness Program; Sports Riots as They Relate to Standard 46.1.2; and Terrorism and the Suicide Bomber.

- The following panels were presented: Accreditation Manager; Hosting a CALEA Conference; and the Role of the CEO in the Accreditation Process.

- The following groups met: Canadian Police Accreditation Coalition (CANPAC); Public Safety Communications Accreditation Support Network (PSCASN); and State Agency Accreditation Coalition (SAAC).

- The following Standing and ad hoc committees met: Awards; CALEA Agency Support Fund (CASF); Corporate Affairs; Outreach; Standards Review and Interpretation; and Strategic Planning.

- A Full Commission Business Session was held.

- The 2004-2005 5th Edition SRIC Focus Group reported out a draft version for field comment.

- Forty-eight agencies were reaccredited.

- Accreditation awarded to 11 new agencies.

- CALEA Recognition awarded three agencies.

- Re-recognized one agency.

- Ten agencies were recognized through the Alliance Program.

- Reviewed a draft budget for FY-2006.

- Reviewed initial proposals for conference sites in 2008.

- Held a CALEA Exhibit Hall.

- Attendance: 820.
HIGHLIGHTS:

- In addition to the standard accreditation/recognition related training workshops, the following workshops were held: a CALEA Accreditation Compliance Express (CACE) laboratory; Communications Center Staffing and Retention; Computer Forensics and Digital Evidence; Forensic Volleyball - “You Be The Detective”; Fundamentals of Man Tracking; Old Farts, Restarts, and the New Centurions; Partnering with the Community to Combat Substance Abuse; Sex, Lies, and Audio Tape; the Graniteville Train Disaster; What is the Responsibility of Law Enforcement Agencies to Provide Services to Populations with Limited English Proficiency.

- The following panels were presented: Accreditation Manager; Hosting a CALEA Conference; and the Role of the CEO in the Accreditation Process.

- The following groups met: Canadian Police Accreditation Coalition (CANPAC); Public Safety Communications Accreditation Support Network (PSCASN); and State Agency Accreditation Coalition (SAAC).

- The following Standing and ad hoc committees met: Awards; CALEA Agency Support Fund (CASF); Corporate Affairs; Investment; Outreach; Standards Review and Interpretation; and Strategic Planning.


- A new Assessor Award was introduced.

- A Full Commission Business Session was held.

- Sixty-two agencies were reaccredited.

- Accreditation awarded to eleven new agencies.

- Three agencies were granted CALEA Recognition.

- Five agencies were recognized through the Alliance Program.

- The budget for Fiscal Year 2006 was adopted.

- Conference sites for 2008 were selected.

- Held a CALEA Exhibit Hall.

- Attendance: 930.
5TH EDITION

The Commission’s principal publication is the Standards for Law Enforcement Agencies. This manual is an ever-changing document. Over the course of its 26-year history, the Commission has carefully changed the standards several times. In 1987, the 2nd Edition (924 standards) was published. It reflected adjustments made by the Commission following the first five years of operational experience. Later changes resulted in the 3rd Edition (436 standards) in 1994 and the 4th Edition (439 standards) in 1999.

These periodic reviews ensure the standards’ relevance and timeliness with regard to the contemporary needs of the law enforcement profession. With this in mind and as the result of discussions held at its July 2003 Conference, CALEA established the 5th Edition Standards Review and Interpretation Committee Focus Group.

As outlined in the Focus Group’s Mission Statement, its purpose was two-fold: to undertake a review of all existing law enforcement standards in terms of clarity and current relevance; and to review the accreditation process and improve upon it wherever necessary. Any resultant changes were also reviewed as to applicability to CALEA standards for public safety communications and public safety training academy agencies. To this end, the Focus Group was made up of selected public safety professionals, CALEA Commissioners, one Past CALEA Commissioner, as well as CALEA staff. The Focus Group was Co-Chaired by Commissioner Mary Ann Viverette, Chief of Police, Gaithersburg, Maryland and Past Commissioner Bill Miller, Chief of Police (Retired), Elgin, Illinois.

The Focus Group was divided into four primary sub-committees, each with a designated chairperson and assigned to review a specific group of standards in the Standards for Law Enforcement Agencies, 4th Edition: Administration (Chapters 1-17); Personnel (Chapters 21-35); Operations (Chapters 41-61); and Support (Chapters 71-84 and Appendices).

The Focus Group held its first meeting in conjunction with CALEA’s 2003 Fall Conference. Additional meetings were held in 2004 and 2005. At the 2005 Summer Conference, the Focus Group reported out a draft version of the 5th Edition. The Commission posted the draft on CALEA’s web site and solicited comments from the field, primarily through the various state/regional PACs.

At the Fall Conference in Nashville, the Commission approved the final draft of the 5th Edition of the Standards for Law Enforcement Agencies. On July 1, 2006, the 5th Edition, including all changes, will become effective for agencies participating in the Law Enforcement Accreditation Program.

The total number of law enforcement accreditation standards has increased from 446 to 459, including 16 all new standards. The majority of the changes involve clarification of commentary language, consolidation of topics and/or chapters, and selected changes in compliance levels based on agency size.

The work of the Focus Group was consistent with the Commission’s philosophy of accreditation to insure contemporary professional standards and a continuing commitment to improving, whenever possible, the accreditation process.
New Awards Programs

Earlier in 2005, the Commission agreed to recognize those public safety officials who have shown their long-term commitment to CALEA by serving as an assessor; the Commission’s “eyes and ears” in the accreditation process. It was determined that a Certificate of Appreciation would be awarded to those persons who have served as an active CALEA Assessor for 10 or more years. In addition, a special award was designated for active Assessors who have served 20 or more years.

At the Nashville Conference, 64 active CALEA Assessors were recognized for serving ten or more years. In addition, two CALEA Assessors qualified for the 20 Year Award: Chief Dan Boring of Culpeper, Virginia and Chief Ron Ferrell of Mason, Ohio.

Other Awards Programs

The James V. Cotter Award is granted to a CEO who has successfully brought three or more new agencies into accreditation status. The 2005 recipient was Chief Gary Leonard (Retired). Chief Leonard brought the following police departments into full accreditation status with CALEA: Grand Junction, Colorado (November 1989); Sandy City, Utah (November 1993); and West Sacramento, California (November 2002).

The Egon Bittner Award is granted to CEOs of agencies accredited by CALEA for 15 or more continuous years. The 2005 recipient of this award was Sheriff Garry E. Lucas of the Clark County (WA) Sheriff’s Office. Sheriff Lucas has led this CALEA Accredited agency since 1990. The agency was first accredited in 1986.

The Certificate of Meritorious Accreditation is presented to agencies that have been CALEA accredited for 15 or more continuous years. These agencies receive enhanced wall certificates and are identified and presented at each of the three annual conferences. The following agencies received this certificate in 2005:

**Arizona**
Phoenix Police Dept.
Tempe Police Dept.

**Colorado**
Arvada Police Dept.
Lakewood Police Dept.

**Florida**
Boca Raton Police Services
Cape Coral Police Dept.
Hillsborough County Sheriff’s Office
Naples Police and Emergency Services Dept.
Palm Beach Police Dept.
Tallahassee Police Dept.

**Georgia**
Rome City Police Dept.

**Illinois**
Buffalo Grove Police Dept.
Evanston Police Dept.
St. Charles Police Dept.
Wilmette Police Dept.

**Indiana**
Elkhart County Sheriff’s Dept.

**Maryland**
Baltimore County Police Dept.
Salisbury Police Dept.

**Massachusetts**
Danvers Police Dept.

**Minnesota**
Anoka Police Dept.

**Nebraska**
Lincoln Police Dept.

**Nevada**
Las Vegas Metro Police Dept.

**North Carolina**
Burlington Police Dept.
Fayetteville Police Dept.
Greensboro Police Dept.
Ohio
Lebanon Division of Police
Ohio State Highway Patrol
Shaker Heights Police Dept.

Pennsylvania
Harrisburg Bureau of Police

Tennessee
Brentwood Police Dept.

Texas
Arlington Police Dept.

Virginia
Henrico County Division of Police
Lynchburg Police Dept.
Newport News Police Dept.

Washington
Clark County Sheriff’s Office

Flagship Agency Recognition
The CALEA Flagship Agency recognition program is designed to acknowledge the achievement and expertise of some of the most successful CALEA Accredited public safety agencies. It is also meant to provide exemplary guidance to other agencies seeking accreditation. Flagship Agencies are chosen by agency type, program, and their past success with the accreditation process. Selected agencies are invited to exhibit at a CALEA Conference to present their agency directives, offer networking opportunities and share their experiences with the CALEA Accreditation process.

The following agencies were designated as CALEA Flagship Agencies in 2005:

District of Columbia
Amtrak Police Dept. Communications Center

Florida
Cape Coral Police Dept.
Hillsborough County Sheriff’s Office
Lakeland Police Dept.
Palm Beach Police Dept.

Georgia
Alpharetta Police Dept.
Cobb County 911 Communications Bureau
LaGrange Police Dept.
Valdosta Police Dept.

Illinois
Normal Police Dept.
Westmont Police Dept.
Willowbrook Police Dept.

Nebraska
Lincoln Emergency Communications/911 Center
New Jersey
Northwest Bergen Central Dispatch

Rhode Island
Rhode Island State Police

South Carolina
South Carolina Law Enforcement Division

Virginia
Henrico County Division of Police
Newport News Police Dept.

CALEA Flagship Agencies are announced at the Opening Session of each CALEA Conference and they receive a certificate at the Conference’s Celebration Banquet. In addition, these agencies are featured in the CALEA Update magazine.
Commissioners

Twenty-one Commissioners govern CALEA. The four founding associations appoint individuals to the Commission. Appointments take into consideration size, experience and geographical representation at all levels of local, state and provincial public safety. Commissioners serve a three-year term and may be reappointed to two additional terms. They serve without compensation, except for travel and accommodation reimbursements.

The Commission elects a Board of Officers at each November Conference for the following year. The 2005 Executive Board was: Chairperson/President, James M. O’Dell, Chief of Police, Kettering, Ohio; Vice Chairperson/Vice President, Mary Ann Viverette, Chief of Police, Gaithersburg, Maryland; Secretary, Stanley Glanz, Sheriff, Tulsa County, Oklahoma; and Treasurer, Patrick Oliver, Chief of Police, Fairborn, Ohio.

At year’s end, Commissioners Austin, Greenlaw and O’Dell were reappointed for the 2006–2008 term. In addition, three new Commissioners were appointed for the 2006–2008 term: Chief Theron Bowman, Arlington, Texas; Chief Joseph Polisar, Garden Grove, California; and Sheriff J. Grayson Robinson, Arapahoe County, Colorado. Also, Commissioners Jimmie Dotson, Stanley Glanz, Phil Keith and Patricia Ticer ended their Commission service.

Staff

The Commission maintains a 16 member staff, under the direction of Executive Director Sylvester Daughtry, Jr. They conduct all activities associated with the Commission’s programs. CALEA also subcontracts supplemental service from a variety of individuals and companies. Staff operations remained constant during 2005.

CALEA Assessors

CALEA Assessors play a vital role in the accreditation process because they act as the Commission’s representatives. Minimum assessor qualifications require at least five years supervisory experience as a public safety practitioner, as well as a solid knowledge of CALEA standards and processes. Eligible candidates are selected based on CALEA’s demographic needs that include, but are not limited to, the size, type, and location of the candidates’ agency. In addition, individual demographics such as race, sex, and experience of the potential assessor are considered.

On-site assessments can range from one assessor for three days to four assessors for five days or more, depending on the program and agency size. In general, a law enforcement accreditation on-site is for four days, with a team of three assessors; one is the designated team leader and the other two are team members. The agency prepays an estimated on-site assessment charge, which covers travel, lodging, and per diem for the team, plus other related costs.

During the on-site assessment, the team verifies the agency’s compliance with standards by checking proofs and interviewing agency personnel. The team leader writes a report based upon the team’s findings, which is forwarded through staff to the Board of Commissioners. During hearings conducted at each of its conferences, the Commission reviews assessment reports and determines whether or not to grant an agency accreditation or recognition.

In 2005, 215 on-site assessments were conducted at agencies seeking initial accreditation, reaccreditation and recognition. Three hundred fifty-three CALEA trained assessors were selected from a pool of 452 assessors to conduct these on-site assessments.

Police Accreditation Coalitions (PAC)

The Police Accreditation Coalitions (PACs) are unique to the accreditation process. At the state or regional level, these associations of CALEA Accredited agency personnel, join together in a common effort to help each other through the accreditation process. They function as a resource for information, advocacy, assistance, and networking. One of the most notable services they perform is the conducting of “mock” on-site assessments for PAC members. Mock on-sites
serve as a preliminary review to catch any deficiencies or problems prior to the official CALEA on-site and are frequently credited as essential for a successful on-site.

There are 33 PAC organizations in the United States and Canada. Representatives from the various groups use the Commission's triennial meetings as a venue to meet and exchange information, as well as meeting at the local level. The PAC's provide an extremely useful resource, not only for their participating members, but for the Commission as well.

Publications

The Commission publishes a standards manual for each of its four credentialing programs: Standards for Law Enforcement Agencies; Standards for Public Safety Communications Agencies; Standards for Public Safety Training Academies; and Recognition Standards for Law Enforcement Agencies. The Commission's other related publications in 2005 were: the Accreditation Process Book, the Self-Assessment Manual and the Assessor Manual.

Overview brochures are printed and available for each specific program, and Accreditation Works, a compendium of articles that have been published in the CALEA Update magazine, is also available for information purposes. Written by CALEA Accredited agencies, the articles cite specific examples of how accreditation has positively affected their agencies and communities.

Issues of the magazine, CALEA Update, were published in February, June, and October. This periodical continues to grow in appeal with many new features and articles.

Alliance Program

In 1999, officials from CALEA and representatives from several local law enforcement accreditation program providers established a committee to explore strategies for a cooperative relationship. This resulted in the formalization of a “CALEA Alliance” with Local Program Providers (LPP), the CALEA Recognition and the Recognition Through Alliance (RTA) Programs. The CALEA Recognition and RTA Programs were designed as stepping-stones to CALEA Law Enforcement Accreditation by permitting small agencies with limited resources to obtain an initial level of professional credentialing by meeting critical CALEA “Core Standards.”

A 2005 review of the Alliance and Recognition Programs, after operating for five years, indicated that the original intent and expectations were not being achieved, and that a reassessment was in order. The Commission appointed Commissioners John D. Glover (Chair), Robert Greenlaw, and James N. Robey to an ad hoc committee to review the programs and report back with recommendations.

In May 2005, CALEA invited Alliance members and perspective members to submit written comments and to address the committee meeting held at CALEA’s Fairfax, VA office to discuss the issues. Based on input from CALEA staff, Alliance members, and others, the Alliance Review Committee presented a number of recommendations to the Commission.

Among these recommendations were the following:

- The CALEA Alliance, CALEA Recognition, and Recognition Through Alliance Programs will be continued as stepping-stones to the CALEA Law Enforcement Accreditation Program.
- A CALEA agency can not reduce its Accreditation status in favor of Recognition status either through an Alliance Partner or directly with CALEA.
- Alliance Partners are required to use and conform to all current or future “Core Standards” as outlined in CALEA’s Recognition Program.
- Alliance Partners and agencies are not permitted to print or use electronic versions of CALEA standards or other manuals, unless purchased from CALEA.
- All agencies in the Alliance must use CALEA standards verbatim.
Alliance agencies must have CALEA trained assessors on all assessments but will not be required to have a national active CALEA assessor on their assessments.

CALEA Commissioners will determine Recognition Through Alliance awards after a review of documentation and the on-site final report at CALEA conferences.

At its Summer Conference in Boston, the Commission accepted and approved the Alliance Review Committee’s recommendations.

The Commission addressed additional issues pertaining to the CALEA Alliance at its Fall Conference in Nashville, Tennessee. Among the topics dealt with was the definition of “small agency” for the purpose of the CALEA Recognition and Recognition Through Alliance Programs. It was determined that a “small” agency was one with 24 or fewer full-time employees. Agencies with more than 24 employees must transition to accreditation after one Recognition award.

**CALEA Agency Support Fund**

At its 2003 Summer Conference, CALEA announced the creation of the CALEA Agency Support Fund (CASF). The purpose of the CASF is to award grants to smaller agencies seeking initial accreditation in law enforcement, public safety communications or public safety training which are unable to do so due to lack of adequate funds.

Under this program, eligible agencies receive a grant for the administrative portion of their initial accreditation fees. On-site assessment fees are not included in the grant. The Commission approved two sources of income for the fund: the net profits from the sale of CALEA’s wearables merchandise and a ten percent contribution from any annual operating budget surplus.

Any law enforcement agency, public safety communications agency, or public safety training academy that meets the CALEA established criteria for participating in the accreditation programs is eligible to apply for a grant. The grants are primarily directed at agencies with 50 or fewer full-time employees at the time of application. Agencies may apply between September 1st and December 31st of the current year. Recipients are announced at the Spring Conference in the following year.

At the Spring 2005 Conference in Birmingham, the applicants were reviewed and three agencies were awarded the CASF grants: the Munster (IN) Police Department; the City of Roanoke (VA) E-911 Communications Center; and, the University Park (MD) Police Department.

**2005 Initiatives**

2005 saw several new projects that reflect CALEA’s continuing pro-active approach to addressing contemporary issues facing public safety agencies.

**DOJ Joint Project**

The vast majority of the law enforcement officers in this country perform their very difficult jobs with respect for their communities and in compliance with the law. Even so, there are incidents in which this is not the case. The Special Litigation Section (SLS), an office within the Civil Rights Division of the U. S. Department of Justice (DOJ) is charged with enforcing federal civil rights statutes in four major areas including law enforcement misconduct. In this latter regard, the SLS investigates systemic problems in law enforcement agencies, including excessive force; false arrest; discriminatory harassment, stops, searches, or arrests; and retaliation against persons alleging misconduct.

The SLS is authorized to file lawsuits seeking court orders (Consent Decrees) or develop Memorandums of Agreement (MOA); both designed to reform police departments engaging in a pattern or practice of violating citizens’ federal rights. In addition to seeking Consent Decrees and/or Memorandum of Agreements, the SLS has successfully engaged in resolving and investigating allegations against police departments by taking a cooperative approach.

As the SLS identifies areas of concern, it offers to provide technical assistance to city and police department officials by identifying deficient policies and management practices and suggesting a variety of possible solutions. This technical assistance has
addressed subjects that include: improving use of force policies, procedures, and training; improving procedures for investigating serious complaints and uses of force; enhancing supervision of officer use of force, conduct of arrests, stops, and searches; implementing effective risk management systems (through policy reform and data collection); and increasing management accountability.

In September 2005, the DOJ’s Bureau of Justice Assistance (BJA) approached CALEA to explore a joint effort to add CALEA Accreditation to the SLS’s menu of technical assistance offered agencies in the pre-investigative stage of a pattern and practice complaint. BJA offered a grant to CALEA in the amount of $150,000. This money would be used to offset the administrative and on-site costs for CALEA Accreditation for those agencies referred to CALEA by the SLS.

It was clear to both parties that CALEA’s accreditation process, in general, and many of CALEA standards, in particular, deal directly with management and policy issues raised in pattern and practice investigations.

**CALEA Policy and Procedures Regarding Agencies Operating Under a Memorandum of Agreement and/or a Consent Decree**

At the July Boston Conference, the Commission adopted a policy that applies to any agency, accredited or recognized through CALEA, that, as the result of a complaint involving patterns and practice, has either: (1) entered into a Consent Decree, or, (2) entered into a Memorandum of Agreement/Understanding with the Department of Justice, or, (3) upon litigation on all issues has had a final determination entered against it by the trial court. Any such agency shall have its accreditation or recognition automatically suspended.

Under these conditions, the Commission Chairperson will appoint an ad hoc Commission Sub-Committee charged with reviewing those agencies subject to the new policy.

Once an agency’s accredited or recognized status has been suspended, CALEA staff will review all pertinent documentation and submit a report to the Sub-Committee. The Sub-Committee will review the report and prepare a recommendation to the full Commission, with a copy being provided to the involved agency. The agency shall have the right to appear before the Sub-Committee and respond to the issues.

The final recommendation of the Sub-Committee to the full Commission shall be to designate the agency as either: (1) accredited/recognized and removed from suspension; (2) accredited/recognized with conditions; (3) accreditation/recognition suspended for a prescribed period of time, subject to a further review by the full Commission on a specified date; (4) accreditation/recognition revoked; or, (5) agency withdrawn from the process.

**Less Lethal Technology Project**

2005 saw a growing debate over the use of less-than-lethal technologies by law enforcement agencies. A series of unfortunate, well-publicized incidents served to polarize both proponents and opponents of the new technologies. The focus of this controversy was how and when to use less lethal technologies with a clear emphasis on proper training, policies, and procedures.

The debate reached such a level that the U.S. Department of Justice (DOJ) convened a Less Lethal Technology Working Group which held a series of meetings beginning in May. Agencies represented at these meetings included the DOJ’s Office of Communications (OCOM), the National Institute of Justice (NIJ), the Bureau of Justice Assistance (BJA), and the Community Oriented Policing Services (COPS). Among the other organizations represented were CALEA, the Fraternal Order of Police (FOP), the International Association of Chiefs of Police (IACP), the Major City Police Chiefs Association, the National Sheriffs’ Association (NSA), and the Police Executive Research Forum (PERF). CALEA played a key role in the discussions as well as hosting these meetings at its Fairfax, Virginia headquarters.

The purposes of these meetings were to: (1) examine
the current state of research on less lethal technology; (2) discuss accountability, policy, and training issues; (3) develop a model policy on the use of less lethal technology; and (4) develop a communications plan for use by law enforcement CEOs.

By the end of the year, the Working Group had determined that:

- The IACP was to develop a training curriculum concerning the use and deployment of conducted energy devices (CEDs).
- The IACP would develop a website providing a broad spectrum of information regarding less lethal technology, including the various types of “electronic control devices”.
- NSA and PERF agreed to develop a survey of sheriffs concerning the use of electronic devices in custodial settings.
- PERF agreed to develop an overview of the Less-Than-Lethal Working Group’s completed work.
- PERF developed a Glossary of Terms related to less-than-lethal technologies.
Marketing

The Commission continued to focus on increasing its marketing and outreach efforts throughout the year. Traditional activities included working cooperatively with our four founding organizations and a variety of public and private sector associations. Commissioners and staff exhibited at major conferences, presented speeches, workshops or training sessions, attended local PAC meetings, and presented the accreditation certificate at local award ceremonies throughout the year.

The Commission maintains an interactive web site providing resources to clients and the general public. The site provides useful information about the Commission, its programs, activities, meetings, and products. Exemplary programs and a chat-room forum are available to clients. The web-address is "www.calea.org."

During 2005, CALEA continued to utilize print ads. By December, it had a regular presence in the following professional magazines:

- Police Chief (IACP)
- Public Safety Communications (APCO)
- Sheriff (NSA)
- Law Enforcement Trainer (ASLET)

2005 Marketing Plan

In Spring of 2005, in Birmingham, CALEA commissioned an outside firm to examine and evaluate our current marketing efforts and develop a long-term strategic business/marketing plan. The results of the study were reported to the full Commission at the Summer Conference in Boston.

The report made a number of major recommendations in the following areas: market clarification and focus; a streamlining of the accreditation process; the development of an “on-line” business model; and an in-depth examination of current marketing communications and media strategy.

As a result of input from both the Commission and CALEA staff, a suggested set of recommendations was presented to and approved by the Commission at the Fall Conference in Nashville. The recommendations are to be implemented progressively and will have a significant influence on CALEA’s 2006 marketing efforts.

Finances

Each year, the Commission requests a thorough review of its finances by an independent auditor. Again in 2005, the Millard T. Charlton & Associates, Chartered Certified Public Accountants firm was selected. Portions of their audit report are presented in the next section and reveal continued responsible financial management during 2005. It should be noted that CALEA has not increased its fee schedules in the last 12 years.
INDEPENDENT AUDITOR'S REPORT

To the Board of Commissioners
Commission on Accreditation for
Law Enforcement Agencies, Inc.

We have audited the accompanying statement of financial position of the Commission on Accreditation for Law Enforcement Agencies, Inc., as of December 31, 2005, and the related statements of activities, functional expenses and cash flows for the year then ended. These financial statements are the responsibility of the Commission's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the Commission on Accreditation for Law Enforcement Agencies, Inc., as of December 31, 2005, and the results of its activities and its cash flows for the year then ended in conformity with accounting principles generally accepted in the United States of America.

Certified Public Accountants

MILLARD T. CHARLTON & ASSOCIATES
Bladensburg, Maryland
February 27, 2006
### ASSETS

**Current Assets**
- Cash and Equivalents: $1,954,401
- Marketable Securities: $2,654,668
- Trade Accounts Receivable: $163,272
- Accrued Investment Income: $6,221
- Inventory: $80,666
- Prepaid Expenses: $67,669

Total Current Assets: $4,926,897

**Property and Equipment - Net**
- $291,082

**Other Assets**
- Deposits: $20,046

Total Assets: $5,238,025

### LIABILITIES AND NET ASSETS

**Current Liabilities**
- Accounts Payable: $262,891
- Deferred Agency Fees: $631,546
- Deferred On-Site Reviews: $888,293
- Accrued Leave Payable: $77,844
- Note Payable – Vehicle: $6,444

Total Current Liabilities: $1,867,018

**Long-Term Liabilities**
- Deferred Agency Fees: $79,892
- Deferred On-Site Reviews: $1,653,769
- Deferred Rent: $99,912
- Note Payable – Vehicle: $14,258

Total Long-Term Liabilities: $1,847,831

**Total Liabilities**
- $3,714,849

**Unrestricted Net Assets**
- Undesignated: $1,460,028
- Board Designated: $63,148

**Total Net Assets**
- $1,523,176

**Total Liabilities and Net Assets**
- $5,238,025

*See Notes to Financial Statements*
Commission on Accreditation for Law Enforcement Agencies, Inc.

Statement of Activities
For the Year Ended
December 31, 2005

UNRESTRICTED NET ASSETS

Revenues
Agency Fees $ 1,755,295
On-Site Reviews 1,821,408
CALEA Conference Registrations 866,525
CACE Sales 115,528
Emblem Sales 92,808
Publication Sales 42,273
Wearable Sales 17,092
Investment Return 167,868
Application Fees 20,200
Alliance Fees 2,000
Miscellaneous Income 11,179
Exhibitors’ Fee 48,020

Total Revenues $ 4,960,196
Refund of:
On-Site Reviews $102,634
Agency Fees 3,197
CALEA Conference Registrations 24,346
Publication Sales 243 (130,420)

Net Unrestricted Revenues $ 4,829,776

Expenses
Program Services
Agency Fees and On-Site Reviews $1,766,783
CALEA Conferences 880,438
Cost of Sales 242,566 $2,889,787

Supporting Services
Management and General $1,373,393
Marketing and Program Development 546,193 1,919,586

Total Expenses $ 4,809,373
Increase in Unrestricted Net Assets $ 20,403
Net Assets – Beginning of Year 1,502,773

Net Assets – End of Year $ 1,523,176

See Notes to Financial Statements
### Commission on Accreditation for Law Enforcement Agencies, Inc.

**Statement of Functional Expenses For the Year Ended December 31, 2005**

<table>
<thead>
<tr>
<th>Item</th>
<th>Total</th>
<th>Agency Fees &amp; On-site Reviews</th>
<th>CALEA Conferences</th>
<th>Cost of Sales</th>
<th>Management &amp; General</th>
<th>Marketing &amp; Program Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>$1,189,853</td>
<td>$190,377</td>
<td>$130,884</td>
<td>$23,979</td>
<td>$499,738</td>
<td>$345,057</td>
</tr>
<tr>
<td>Fringe Benefits</td>
<td>314,393</td>
<td>50,303</td>
<td>34,583</td>
<td>6,288</td>
<td>132,045</td>
<td>91,174</td>
</tr>
<tr>
<td>Payroll Taxes</td>
<td>85,205</td>
<td>13,633</td>
<td>9,372</td>
<td>1,704</td>
<td>35,786</td>
<td>24,710</td>
</tr>
<tr>
<td>Reaccreditation On-Site Reviews</td>
<td>1,127,246</td>
<td>1,127,246</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accreditation On-Site Reviews</td>
<td>190,828</td>
<td>190,828</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Communications Accreditation On-Site Reviews</td>
<td>73,890</td>
<td>73,890</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recognition On-Site Reviews</td>
<td>24,011</td>
<td>24,011</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Training On-Site Reviews</td>
<td>20,850</td>
<td>20,850</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CALEA Conference Expense</td>
<td>667,062</td>
<td>-</td>
<td>667,062</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cost of Data Systems Sales</td>
<td>56,339</td>
<td>-</td>
<td>56,339</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cost of Emblem Sales</td>
<td>130,664</td>
<td>-</td>
<td>130,664</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cost of Wearable Sales</td>
<td>6,762</td>
<td>-</td>
<td>6,762</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cost of Publication Sales</td>
<td>15,453</td>
<td>-</td>
<td>15,453</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Exhibit Expense</td>
<td>29,517</td>
<td>-</td>
<td>29,517</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Publication Assistance</td>
<td>563</td>
<td>563</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Awards Committee</td>
<td>5,038</td>
<td>5,038</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SRIC Focus Group</td>
<td>26,985</td>
<td>26,985</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategic Planning</td>
<td>21,495</td>
<td>21,495</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Computer Programming</td>
<td>4,698</td>
<td>-</td>
<td>4,698</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Office Rent</td>
<td>285,609</td>
<td>-</td>
<td>285,609</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Promotion</td>
<td>56,339</td>
<td>-</td>
<td>-</td>
<td></td>
<td></td>
<td>56,339</td>
</tr>
<tr>
<td>Postage</td>
<td>49,582</td>
<td>7,933</td>
<td>5,454</td>
<td>992</td>
<td>20,824</td>
<td>14,379</td>
</tr>
<tr>
<td>Travel</td>
<td>13,584</td>
<td>9,097</td>
<td>449</td>
<td>2,468</td>
<td>1,570</td>
<td></td>
</tr>
<tr>
<td>Telephone</td>
<td>28,336</td>
<td>4,534</td>
<td>3,117</td>
<td>567</td>
<td>11,901</td>
<td>8,217</td>
</tr>
<tr>
<td>Office Expense</td>
<td>27,294</td>
<td>-</td>
<td>-</td>
<td>27,294</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Printing</td>
<td>42,871</td>
<td>-</td>
<td>-</td>
<td>42,871</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Professional Fees</td>
<td>41,239</td>
<td>-</td>
<td>-</td>
<td>41,239</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other Consulting Assistance</td>
<td>4,547</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
<td>4,547</td>
</tr>
<tr>
<td>Conventions &amp; Conferences</td>
<td>39,422</td>
<td>-</td>
<td>-</td>
<td>39,422</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Insurance</td>
<td>25,556</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>25,556</td>
<td></td>
</tr>
<tr>
<td>Equipment Leasing</td>
<td>20,506</td>
<td>-</td>
<td>-</td>
<td>20,506</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Equipment Maintenance</td>
<td>31,594</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>31,594</td>
<td></td>
</tr>
<tr>
<td>Commission Other Expense</td>
<td>2,154</td>
<td>-</td>
<td>-</td>
<td>2,154</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depreciation</td>
<td>102,672</td>
<td>-</td>
<td>-</td>
<td>102,672</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amortization</td>
<td>1,556</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1,556</td>
<td></td>
</tr>
<tr>
<td>Miscellaneous Expense</td>
<td>44,520</td>
<td>-</td>
<td>-</td>
<td>44,520</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interest Expense</td>
<td>940</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>940</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$4,809,373</strong></td>
<td><strong>$1,766,783</strong></td>
<td><strong>$880,438</strong></td>
<td><strong>$242,566</strong></td>
<td><strong>$1,373,393</strong></td>
<td><strong>$546,193</strong></td>
</tr>
</tbody>
</table>

*See Notes to Financial Statements*
### Cash Flows from Operating Activities:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase in Net Assets</td>
<td>$ 20,403</td>
</tr>
</tbody>
</table>

#### Adjustments to Reconcile Increase in Net Assets to Net Cash Provided by Operating Activities:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Depreciation and Amortization</td>
<td>104,228</td>
</tr>
<tr>
<td>Unrealized Gain on Securities</td>
<td>(27,931)</td>
</tr>
<tr>
<td>Realized Loss on Securities</td>
<td>1,078</td>
</tr>
<tr>
<td>Decrease in Trade Accounts Receivable</td>
<td>3,628</td>
</tr>
<tr>
<td>Increase in Prepaid Expenses</td>
<td>(5,864)</td>
</tr>
<tr>
<td>Decrease in Inventory</td>
<td>4,295</td>
</tr>
<tr>
<td>Decrease in Accounts Payable</td>
<td>(260,491)</td>
</tr>
<tr>
<td>Decrease in Deferred Agency Fees</td>
<td>(48,727)</td>
</tr>
<tr>
<td>Increase in Deferred On-Site Reviews</td>
<td>113,074</td>
</tr>
<tr>
<td>Decrease in Accrued Leave Payable</td>
<td>(4,034)</td>
</tr>
<tr>
<td>Increase in Deferred Rent</td>
<td>14,558</td>
</tr>
<tr>
<td>Decrease in Accrued Investment Income</td>
<td>504</td>
</tr>
</tbody>
</table>

Net Cash Used by Operating Activities $ (85,279)

### Cash Flows from Investing Activities:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marketable Securities Purchased</td>
<td>(1,572,704)</td>
</tr>
<tr>
<td>Proceeds on Sales of Marketable Securities</td>
<td>1,491,537</td>
</tr>
<tr>
<td>Purchase of Property and Equipment</td>
<td>(14,736)</td>
</tr>
</tbody>
</table>

Net Cash Used by Investing Activities $ (95,903)

### Cash Flows from Financing Activities:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Loan Repayment</td>
<td>(6,199)</td>
</tr>
</tbody>
</table>

Net Cash Used by Financing Activities $ (6,199)

Net Decrease in Cash and Equivalents $ (187,381)

### CASH AND EQUIVALENTS, BEGINNING OF YEAR

$ 2,141,782

### CASH AND EQUIVALENTS, END OF YEAR

$ 1,954,401

#### Supplemental Disclosure of Cash Flows Information:

Cash Paid During the Year For:

- **Interest**: $ 940
- **Income Taxes**: $ --

See Notes to Financial Statements
Commission on Accreditation for Law Enforcement Agencies, Inc.

Notes to Financial Statements
December 31, 2005

(1) NATURE OF ACTIVITIES AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Nature of Activities
The Commission’s overall purpose is to improve the delivery of law enforcement services, primarily through programs for law enforcement agency accreditation, public safety communications accreditation, and public safety training academy accreditation, organized and maintained in the public interest serving the United States, Canada, Barbados and Mexico. The Commission’s specific purposes include:

- to establish and maintain standards for the operation of law enforcement agencies;
- to administer an accreditation process that encourages applicant agencies to comply with applicable standards;
- to conduct an on-site assessment of the agency’s compliance with applicable standards and to recognize compliance with standards by issuance of a certificate of accreditation;
- to conduct education, training, and research programs and to publish the results thereof;
- to develop and maintain relationships with national, regional, state, and local associations and agencies in the criminal justice and related fields.

Basis of Accounting
The financial statements of the Commission have been prepared on the accrual basis of accounting and, accordingly, reflect all significant receivables, payables, and other liabilities.

Basis of Presentation
The Commission is a non-profit organization which follows Statement of Financial Accounting Standards (SFAS) No. 117, Financial Statements of Not-for-Profit Organizations. Under SFAS No. 117, the Commission is required to report information regarding its financial position and activities according to three classes of net assets: unrestricted net assets, temporarily restricted net assets, and permanently restricted net assets. Contributions received are recorded as increases in unrestricted, temporarily restricted, or permanently restricted net assets, depending on the existence and/or nature of any donor restrictions. Currently, the Commission has no permanently or temporarily restricted net assets.

The Board of Commissioners designated funds from unrestricted net assets for the CALEA Accreditation Support Fund (CASF). Annually, CASF is increased by net revenue from wearable sales, earnings from CASF investments and 10% of the increase in unrestricted net assets. The mission of CASF is to enhance the law enforcement, public safety communications and public safety training professions by offering financial support to qualified agencies seeking accreditation.

Effective January 1, 2006, the Board of Commissioners designated $100,000 to provide funding for special projects or programs which will occur in 2006. This funding will be used for SRIC Task Force activities and new marketing strategies.

Use of Estimates
The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosures of contingent assets and liabilities at the date of the financial statements and revenues and expenses during the reporting period. Actual results could differ from those estimates.
Revenue Recognition

Accreditation, Reaccreditation and Recognition fees are recognized as income as they are earned by the Commission. Accreditation/recognition fees are amortized on a straight-line basis over 22 months from the date of the contract. Should the accreditation/recognition process require less time, the unamortized balance of the accreditation/recognition fee will be recognized as revenue at the date the on-site assessment is scheduled. The Commission may grant a 12-month extension of the accreditation/recognition process and fees related to extensions are amortized to income on a straight-line basis over 12 months from the date of the extension agreement.

Reaccreditation/rerecognition fees are recognized on a straight-line basis over 36 months from the date of the Commission’s acceptance of a successful on-site assessment. Should an agency withdraw from the process, any remaining deferred revenue for fees would be recognized as income. Fees received in advance for on-site assessments are recognized as income when the assessment occurs.

Commission Accreditation Compliance Express Program (CACE) maintenance fees received are amortized to income over 24 months on a straight-line basis beginning with the month of receipt. Fees paid to a vendor for related software support are amortized to expense using the same method.

Accounts Receivable

Accounts receivable are stated at the amount management expects to collect from outstanding balances. The Commission has evaluated the accounts receivable and has determined that they are all collectible. Therefore, no allowance for uncollectible accounts has been established.

The Commission revised its policy in 2003 to pursue collection of past due installments for agencies who have signed continuation style contracts and from new agencies which have obligated in writing to the accreditation fees and processes. Prior to this revision, the Commission did not record receivables for unpaid fees (in total or for installments) for the accreditation/recognition process and revenue recognition did not occur until these fees were received.

Expense Allocation

Expenses are charged to programs and supporting services on the basis of periodic time and expense studies. Management and general expenses include those expenses which are not directly associated with any other specific function but provide for the overall support and direction of the Commission.

Investments

Equity investments with readily determinable fair values and all investments in debt securities are reported at fair value, with gains and losses, both realized and unrealized, included in the statement of activities. Fair values for marketable securities are based on quoted market prices, where available. If quoted market prices are not available, fair values are based on quoted market prices of comparable instruments.

Property and Equipment, Depreciation, and Amortization

Property and equipment are recorded at cost. Acquisitions with an expected life of more than one year and a cost in excess of $50 are capitalized. All property and equipment is depreciated using the straight-line method over a life of 5 to 10 years.

Amortization of leasehold improvements is provided on the straight-line method over the remaining term of the lease or useful life of the improvement, whichever is less.

Cash and Equivalents

For purposes of the Statement of Cash Flows, the Organization considers all highly liquid investments with an initial maturity of three months or less to be cash equivalents. Money Market deposit accounts included in the investment portfolio are not considered cash equivalents.
Advertising
Advertising costs are expensed as incurred and amounted to $56,539 for the year ended December 31, 2005.

Other Matters
The Commission is a tax-exempt organization under IRC Section 501(c)(3) and is classified by the Internal Revenue Service as other than a private foundation. The Commission has not incurred any tax on unrelated business income.

Inventory of emblems, wearables, and publications are stated at lower of cost, determined by the first-in first-out method, or market value.

The effect of this year’s investment return on the decrease in unrestricted net assets follows:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase in Net Assets – Exhibit B</td>
<td>$20,403</td>
</tr>
<tr>
<td>Less: Investment Return Included</td>
<td>167,868</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenues Net of Expenses</td>
<td></td>
</tr>
<tr>
<td>Excluding Investment Return</td>
<td>$(147,465)</td>
</tr>
</tbody>
</table>

(2) CASH AND EQUIVALENCES
Cash on hand at December 31, 2005 is as follows:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sun Trust Checking</td>
<td>$28,429</td>
</tr>
<tr>
<td>Calvert Insured Funds</td>
<td>300,391</td>
</tr>
<tr>
<td>Merrill Lynch Cash/Money Funds</td>
<td>1,548,712</td>
</tr>
<tr>
<td>M &amp; T Bank</td>
<td>76,869</td>
</tr>
<tr>
<td>Total</td>
<td>$1,954,401</td>
</tr>
</tbody>
</table>

(3) CONSIDERATION OF CREDIT RISK ARISING FROM CASH DEPOSITS IN EXCESS OF INSURED LIMITS
The Commission maintains cash balances at several institutions. All accounts at each institution are insured by the FDIC up to $100,000 per bank. Merrill Lynch is a member of the Securities Investor Protection Corporation (SIPC) which also insures cash/money funds up to $100,000. At December 31, 2005, the Commission's uninsured balances totaled $175,411.

(4) MARKetable SECURITIES
Marketable securities are as follows:

<table>
<thead>
<tr>
<th>Description</th>
<th>Market Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mutual Funds</td>
<td>$1,174,422</td>
</tr>
<tr>
<td>U.S. Government and Agency Obligations</td>
<td>1,287,806</td>
</tr>
<tr>
<td>Money Market Funds</td>
<td>192,440</td>
</tr>
<tr>
<td>Totals</td>
<td>$2,654,668</td>
</tr>
</tbody>
</table>

Investment return is comprised of the following:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interest and Dividends</td>
<td>$148,476</td>
</tr>
<tr>
<td>Unrealized Gain</td>
<td>27,931</td>
</tr>
<tr>
<td>Realized Loss</td>
<td>(1,078)</td>
</tr>
<tr>
<td>Investment Expenses</td>
<td>(7,461)</td>
</tr>
<tr>
<td>Total</td>
<td>$167,868</td>
</tr>
</tbody>
</table>

Investment expenses relating to revenues include custodial fees and investment advisory fees, which have been netted against revenues in the accompanying statement of activities.

(5) INVENTORY
Inventory is comprised of the following:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Publications</td>
<td>$12,624</td>
</tr>
<tr>
<td>Emblem Items</td>
<td>47,118</td>
</tr>
<tr>
<td>Wearables</td>
<td>20,924</td>
</tr>
<tr>
<td>Total</td>
<td>$80,666</td>
</tr>
</tbody>
</table>
(6) PROPERTY AND EQUIPMENT

Property and Equipment consist of the following:

<table>
<thead>
<tr>
<th></th>
<th>Cost</th>
<th>Accumulated Depreciation</th>
<th>Book Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Property and Equipment</td>
<td>$ 674,508</td>
<td>$ 425,408</td>
<td>$ 249,100</td>
</tr>
<tr>
<td>Leasehold Improvements</td>
<td>13,874</td>
<td>2,692</td>
<td>11,182</td>
</tr>
<tr>
<td>Computer Database</td>
<td>176,008</td>
<td>171,054</td>
<td>4,954</td>
</tr>
<tr>
<td>Vehicle</td>
<td>37,561</td>
<td>11,715</td>
<td>25,846</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$ 901,951</strong></td>
<td><strong>$ 610,869</strong></td>
<td><strong>$ 291,082</strong></td>
</tr>
</tbody>
</table>

(7) RETIREMENT PLAN

The Commission maintains a defined contribution retirement plan in the form of a 403(b) annuity for all full time staff. Contributions are 15% of employee’s base pay starting the first full month after employment. Employees are fully vested in the plan after one year of service. The plan does permit additional voluntary contributions by the employee. The expense incurred by the Commission for the year ended December 31, 2005 was $170,978.

(8) ACCRUED LEAVE PAYABLE

Annual leave is earned by full-time staff on the basis from four to eight hours per semi-monthly pay period. Unused annual leave is payable upon employee termination up to a maximum 300 hours. Annual leave payable at December 31, 2005 was $75,942.

Employees with a minimum of three years continuous service may receive compensation either annually or upon resigning in good standing for unused sick leave. The Commission will buy back a maximum of 96 hours over the minimum threshold of 288 sick leave hours per employee. The liability for unused sick leave at December 31, 2005 was $1,902.

(9) LONG-TERM DEBT

Long-term debt consisted of the following:

Loan at 3.90%, due in monthly installments of $595, through, January 2009, secured by lien on automobile $ 20,702

Future scheduled maturities of long-term debt are as follows:

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>$ 6,444</td>
</tr>
<tr>
<td>2007</td>
<td>6,700</td>
</tr>
<tr>
<td>2008</td>
<td>6,967</td>
</tr>
<tr>
<td>2009</td>
<td>591</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$ 20,702</strong></td>
</tr>
</tbody>
</table>
(10) LEASE COMMITMENTS

The Commission leases office space under a 10 year agreement commencing on March 1, 2004. This lease provides for base year rent of $253,772. Rent will escalate by 2 1/2 % annually over the remaining term of the lease. The landlord abated the first two months rent. Also, the Commission pays increases in annual operating expense over the base year attributable to their area. The Commission also leases copiers and other equipment. These noncancelable leases contain renewable options and require the Commission to pay executory costs such as taxes, maintenance, and insurance.

The minimum future lease commitments under operating leases that have remaining terms in excess of one year at December 31, 2005 are as follows:

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>$302,144</td>
</tr>
<tr>
<td>2007</td>
<td>281,784</td>
</tr>
<tr>
<td>2008</td>
<td>286,019</td>
</tr>
<tr>
<td>2009</td>
<td>293,173</td>
</tr>
<tr>
<td>2010</td>
<td>300,538</td>
</tr>
<tr>
<td>Later Years</td>
<td>676,575</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$2,140,233</strong></td>
</tr>
</tbody>
</table>

Rental expenses for those leases consisted of $317,056 for the year ended December 31, 2005.

(11) SUBSEQUENT EVENT

An agreement was signed in 2006 which could provide certain unfunded post employment and disability benefits to the Executive Director. A death benefit would be funded through the purchase of life insurance. These financial statements do not include any financial consequences of this agreement.
Ron Ace
Ron Ace began his career as a deputy sheriff for the Alameda County (CA) Sheriff’s Office in 1974 and was hired by the Concord (CA) Police Department as a police officer in 1975. He worked his way up the ranks, and, in 1999, was appointed Chief. In 1991, he was designated “Officer of the Year.” During his career, he earned certificates and awards from the California POST, the Senior Management Institute for Police, the Northern California Juvenile Officer’s Association, and the Association of California School Administrators. He is currently a member of the International Association of Chiefs of Police, the California Police Chiefs Association, the Contra Costa County Police Chiefs Association, and the Police Executive Research Forum. His department has been CALEA Accredited since 2000.

Charles P. Austin, Sr.
Charles Austin is currently the City Manager for Columbia, South Carolina. Prior to assuming his current position, he served as Chief of Police for Columbia, a CALEA Accredited agency. His law enforcement career began with the Greenville (SC) Police Department. He served with the Easley (SC) Police Department and the South Carolina Law Enforcement Department. He also served as Director of Campus Police at the Orangeburg campus of the South Carolina State University and the Deputy Chief of Police for Chatham County, Georgia. He has a Bachelor of Arts Degree from South Carolina State University and a Masters Degree from the University of South Carolina. He is also a graduate of the FBI’s National Academy and the John F. Kennedy School of Government’s State and Local Government Senior Executive Program.

Louis M. Dekmar
Lou Dekmar’s 31-year law enforcement career ranges from military law enforcement specialist to his current position as Chief of Police of the LaGrange (GA) Police Department. He has served at both large and small agencies, of which three were CALEA Accredited. Chief Dekmar earned a Master of Public Administration Degree from Georgia College and State University and a Bachelor of Science Degree from the University of Wyoming. He is also a graduate of the FBI National Academy and the Law Enforcement Executive Seminar. He is a member of the International Association of Chiefs of Police and is currently the President of the Georgia Association of Police Chiefs. He has been a valued CALEA Assessor since 1994 and a Team Leader since 1996. The LaGrange (GA) Police Department has been CALEA Accredited since 1999.

Jimmie L. Dotson
Jimmie Dotson is the retired Chief of Police from Chattanooga, Tennessee. During his five years as Chief, the department received a number of national awards, mainly in the area of community policing and outreach. Chief Dotson began his law enforcement career in 1974 with the Houston (TX) Police Department. After 23 years with the department, he retired in 1997 with the rank of Assistant Chief of Police. He has a Bachelors Degree from the University of Houston and a Masters Degree from Houston Baptist University. In addition, he completed numerous professional development and training seminars sponsored by, among others, the John F. Kennedy School of Government, the U.S. Secret Service, the Drug Enforcement Administration and the National Organization of Black Law Enforcement Executives. The Chattanooga Police Department has been CALEA Accredited since 2000. He left the Commission in December 2005.
Donald F. Eslinger
Don Eslinger is the Sheriff of Seminole County, Florida, where he has 25 years of service, ranging from Radio Dispatcher to Criminal Investigator to SWAT team leader. During this time, he also served two tours with the Federal Drug Enforcement Administration as a Task Force Agent. He was appointed Sheriff in 1991 and has been elected to the position since then. Sheriff Eslinger earned a Bachelor of Science Degree from National Louis University and is a graduate of the FBI National Academy. He is on the Board of Directors for the National Sheriffs’ Association and is a past President of the Florida Sheriffs’ Association. He also is an Executive Board Member and former Chair of the Central Florida High Intensity Drug Trafficking Area (HIDTA). The Seminole County (FL) Sheriff’s Office has been CALEA Accredited since 1995.

Stanley Glanz (Secretary)
Stanley Glanz was re-elected in 2004 to his fifth term as Sheriff of Tulsa County, Oklahoma, after a twenty-three year career as a Tulsa police officer. Since being elected Sheriff, he has initiated such innovative programs as the Jail Cadet Plan, which significantly improved minority employment in the Sheriff’s Office, and obtained government grants for a Tulsa County Gangs Intervention Team, which combines the efforts of area law enforcement. In 1989, Sheriff Glanz was appointed to the Oklahoma State Bureau of Investigations Commission, a position he still holds. He is on the Board of Directors of the National Sheriffs’ Association which named him Sheriff of the Year in 2000. He received his Bachelor of Science Degree from the University of Tulsa and a Masters Degree in Criminal Justice Administration from Oklahoma City University. He is also a graduate of the FBI National Academy. His agency has been CALEA Accredited since 1997. He left the Commission in December 2005.

John D. Glover
John Glover retired as Vice President of Corporate Security from Bristol-Myers Squibb Company in 2002. He held this post since 1989. He began his law enforcement career in 1966 when he was appointed a Special Agent with the Federal Bureau of Investigation. After holding a series of increasingly responsible positions, he was designated as Executive Assistant Director for Administration at FBI Headquarters. From 1957 to 1961, he attended Florida A&M University where he earned a Bachelor of Arts Degree. He received a Masters Degree in Public Administration from the University of Southern California in 1990 and a Doctorate in Public Administration from USC in 1996.

Jack R. Greene
Jack Greene is a professor of Criminal Justice and Dean of the College of Criminal Justice at Northeastern University in Boston, Massachusetts. He oversees an instructional and research program enrolling over 1,100 graduate and undergraduate students, as well as the Center for Criminal Justice Policy Research, the Institute for Race and Justice and the Institute for Security and Public Police. Prior to assuming his current position, he was the Director of the Center for Public Policy at Temple University where he was responsible for a multi-disciplinary public policy research, teaching, and community service organization. He also served as the Director of the Public Service Management Institute for Executive Level Managers. Professor Greene received both his Masters Degree and his Doctorate from Michigan State University. He is also the author of numerous books, monographs, journal articles, reports and papers on such subjects as police administration and community policing.
Robert R. Greenlaw
Robert Greenlaw is currently the Director of the Northwest Bergen Central Dispatch and 9-1-1 Center. In his capacity as Director, he is responsible for coordinating public safety communications for eight northern New Jersey communities. His agency was the first emergency communications center in the United States to achieve CALEA Accreditation in 1999. He has more than 40 years of experience in the field of emergency services and management. He started his professional career with the Department of Emergency Services in Ridgewood, New Jersey. He has also served as Fire Commissioner for the Silver Lake Fire District, in Middletown New York, and as Captain of the Ridgewood (NJ) Auxiliary Police. He attended Fairleigh Dickinson University and received his Certified Emergency Manager designation in 1994. He was the founder of Ridgewood’s Incident Communications Unit. He has also served as a CALEA Assessor and Team Leader.

Richard W. Holden, Sr.
Richard Holden, Sr. is currently Traffic Advisor to the Governor of South Carolina. In July 2004, he retired as Commander of the North Carolina State Highway Patrol. With over 35 years of law enforcement experience, Colonel Holden led the North Carolina State Highway Patrol since March 1999. He attended North Carolina A&T State University and is a graduate of the Southern Police Institute at the University of Louisville. Colonel Holden is the Chair of the International Association of Chiefs of Police’s Division of State and Provincial Police and is a member of the North Carolina Law Enforcement Association. He has been a CALEA Assessor since 1999. The North Carolina State Highway Patrol has been CALEA Accredited since 2000.

Ted G. Kamatchus
Ted Kamatchus is currently in his 30th year as a law enforcement official. His career began in 1976 and culminated in his election as Marshall County, Iowa, Sheriff in 1988. Since then he has been successfully re-elected to that post in 1992, 1996, 2000 and 2004. In 2000, he was elected President of the Iowa State Sheriffs and Deputies Association. He is currently Second Vice-President on the Executive Board of the National Sheriffs’ Association. His agency became CALEA Accredited in 1999.

Phil E. Keith
Phil Keith, the retired Chief of the Knoxville (TN) Police Department, has more than 30 years of experience in the fields of criminal justice, public safety and business administration. During his tenure as Chief, the Knoxville Police Department was selected as a national demonstration site for community policing and has been the recipient of national awards for crime prevention and highway safety. Chief Keith is recognized as an expert in patrol staffing, juvenile justice issues, organizational development strategies and training as well as personnel development. He received his Bachelors Degree from East Tennessee State University and his Masters Degree from the University of Tennessee. He is a graduate of the FBI National Academy and the National Executive Institute. His department has been CALEA Accredited since 1992. He left the Commission in December 2005.

John LaFlamme
John LaFlamme is the retired Executive Director of the Gaming/Liquor Commission for the Province of Alberta. Before that, he was the Chief of Police of the Lethbridge (AB) Police Service in Canada. He is on the Executive Committee of the Alberta Association of Chiefs of Police and has recently been appointed as a Special Advisor to the Board of Directors of the Canadian Association of Chiefs of Police on matters relating to professional standards and accreditation. He was previously with the Edmonton (AB) Police Service (the first Canadian agency to gain accreditation through CALEA) for 23 years, resigning there in 1995 to assume the Chief’s position in Lethbridge. The Lethbridge (AB) Police Service received CALEA Accreditation in 1999; the sixth police department in Canada to achieve this status.
A. DeWade Langley
A. DeWade Langley is currently Director of the Oklahoma State Bureau of Investigations. He started his law enforcement career 34 years ago in Custer County, Oklahoma, working as an Office Deputy. He quickly rose through the ranks there, and hired on with OSBI as a special agent in 1977 assigned to the Lawton, OK office. Only three years later, Langley was promoted to deputy inspector in Woodward, OK. He was the lead investigator within that region and supervised the only long term "sting operation" in the history of the agency. Langley became inspector in that region four years later. In 1990, he was promoted to deputy director of OSBI. Five years later, he was appointed Director. As Director, he has spearheaded the implementation of many revolutionary crime-fighting tools including the first statewide criminal intelligence unit and the first Association of Crime Laboratory Directors (ASCLD) accredited laboratories in the state. In 2002, under his direction, the OSBI attained CALEA Accreditation. Director Langley has a Bachelor of Science Degree and a Masters Degree from Oklahoma State University. He is currently in the Aviation Science Doctoral Program at Oklahoma State.

James M. O’Dell (Chairperson/President)
Jim O’Dell started his law enforcement career as a police agent for Lakewood (CO) in 1970. He rose quickly through the ranks to the position of Assistant Chief. In 1985, the City of Kettering, Ohio, hired him to be the Chief of Police. He holds a Masters Degree in Education from Emporia State University and is a graduate of the Police Foundation, the Harvard Business School’s Senior Management Institute and the FBI National Academy. He was recently appointed an Executive Committee member of the International Association of Chiefs of Police and is an active member in the Ohio Association of Chiefs of Police. In addition he is active in the Police Executive Research Forum, the International Association of Chiefs of Police, and the FBI National Academy Associates. During his tenure in Kettering, the department has achieved accreditation with CALEA and the American Corrections Association. This makes his department the only agency of its size to attain dual accreditation status. His department has been CALEA Accredited since 1987.

Patrick Oliver (Treasurer)
Patrick Oliver is currently Director of the Criminal Justice Program at Cedarville (OH) University. Earlier in the year, Commissioner Oliver retired as Chief of Police for the city of Fairborn, Ohio. He had held this position since 2001. Prior to that time, he served as Chief of Grandview Heights (OH) Division of Police, Chief of the Cleveland (OH) Police Department, Chief of Cleveland (OH) MetroParks, and as an Ohio State Trooper. He is a graduate of Penn State University Police Executive School, the FBI’s Law Enforcement Executive Development School and the Ohio Associations of Chiefs of Police Executive Leadership College. He is also a graduate of the Rural Executive Management Institute. He holds a Bachelor of Arts Degree in Criminal Justice and a Masters Degree in Business Administration from Baldwin Wallace College. He also served as a member of the Ohio Commission on Racial Fairness, appointed by the Chief Justice of the Ohio Supreme Court. He was a special assistant to the President of the Executive Board of the National Organization of Black Law Enforcement Executives. He is Past President of the Ohio Association of Chiefs of Police and is a member of the Police Executive Research Forum.
James N. Robey
James Robey was re-elected in 2002 to his second term as County Executive for Howard County, Maryland. He had previously been the Chief of Police for seven years of the Howard County (MD) Police Department. He began his career in law enforcement in 1966. Mr. Robey earned a Master of Administration and Management Degree from Hood College after receiving a Bachelors Degree from the University of Maryland. He is also a graduate of the FBI National Academy and the Police Executive Research Forum's Senior Management Institute. He is a past President of the Maryland Chiefs of Police Association and also was a CALEA Assessor. The Howard County (MD) Police Department has been CALEA Accredited since 1990.

Sam I. Sasaki, Jr.
Sam Sasaki, the City Manager of Newport, Oregon since 1991, began his public career in 1970 as Planning and Zoning Director in Adams County, Colorado, after leaving the U.S. Army. In 1972, he went to Greeley, Colorado, as Planning Director and became the city's Community Development Director in 1978, their Assistant City Manager in 1983 and City Manager in 1986.

Patricia S. Ticer
Patricia Ticer was elected State Senator in 1995 to represent the 30th District of the Commonwealth of Virginia. Her Senate committee assignments are: Transportation, Local Government, Agriculture, Conservation and the Environment, and Rehabilitation and Social Services. She is a graduate of Sweet Briar College. Senator Ticer won election to the Alexandria, Virginia, City Council in 1982 and, in 1991, she became the first woman Mayor in the history of the city; a position she held until her election to the Senate. Senator Ticer completed her three terms as Commissioner in December.

Mary Ann Viverette (Vice Chairperson/Vice President)
Mary Ann Viverette has been with the Gaithersburg (MD) Police Department since 1979, holding all ranks until her appointment as Chief of Police in 1986. She holds a Bachelors Degree in Law Enforcement/Criminology and a Masters Degree in Human Resource Management, both from the University of Maryland. She also graduated from the FBI National Academy in 1988. In September, Chief Viverette was sworn in as President of the International Association of Chiefs of Police. In 1996, Chief Viverette was a founding member and is a Vice-President of the National Association of Women Law Enforcement Executives. She has been a member of the Maryland Chiefs of Police Association since her appointment in 1986 and serves on the Maryland Chiefs’ Executive and Training Committees. Her department has been CALEA Accredited since 1993.

Grant S. Wegner
The Honorable Grant Wegner is a 16th Judicial Circuit Court Judge in St. Charles, Illinois. Judge Wegner has been a member of the Illinois judiciary for 19 years, first as Associate Judge and, since 1990, a Circuit Court Judge. During this time, he was twice elected Chief Judge of the 16th Judicial Circuit, which covers Kane, Kendall and DeKalb Counties in Illinois. During his years in private practice, he was also a part-time Assistant State’s Attorney in Kendall County. Judge Wegner is a graduate of Northern Illinois University and received his Juris Doctorate from Hamline University in St. Paul, Minnesota. Judge Wegner currently serves on several state judicial committees and boards and is on the local Advisory Council for the Boy Scouts of America.
At the Fall Conference in Nashville, the Commission announced the selection of three new Commissioners to serve from 2006 through 2008. They are:

**Theron L. Bowman**
Theron L. Bowman is Chief of the Arlington (TX) Police Department. He began his law enforcement career with the Arlington Police Department in 1983, and served in numerous positions before being appointed Chief of Police in 1999. He is also a lecturer and adjunct professor for several colleges and universities, and has frequently published articles on law enforcement topics. In addition to holding Bachelor’s, Master’s, and Doctorate degrees from the University of Texas at Arlington, he is a graduate of the Senior Management Institute for Police, the FBI National Academy, and the National Executive Institute. Chief Bowman is a member of the International Association of Chiefs of Police, where he serves on the Executive Committee and the IACP Foundation Board, and the National Organization of Black Law Enforcement Executives. His agency has been CALEA Accredited since 1989.

**Joseph M. Polisar**
Joseph M. Polisar is Chief of the Garden Grove (CA) Police Department. He started his career in law enforcement with the Albuquerque (NM) Police Department in 1977, and went on to be appointed chief in 1994. He retired from the CALEA Accredited department in 1997 after 21 years of service. In June 1998, following a brief retirement, he began his current position as chief of police. The Garden Grove Police Department has been CALEA Accredited since 1988. Chief Polisar holds a Bachelor of Arts degree from the University of Phoenix, and is a graduate of the FBI National Academy and National Executive Institute, and Harvard University’s John F. Kennedy School of Government Program for Senior Executives in State and Local Government. He is a member of the International Association of Chiefs of Police, where he is a Past President, and the Police Executive Research Forum, among others.

**J. Grayson Robinson**
J. Grayson Robinson is Sherriff, Arapahoe County (CO) Sheriff’s Office. He began his career in law enforcement in 1972 with the Littleton (CO) Police Department, rising to the rank of Division Commander before joining the Arapahoe County Sheriff’s Office in 1992. He has been the Sheriff of Arapahoe County since July 2002. Sheriff Robinson also has experience as a CALEA Assessor and Team Leader. He holds a Bachelor’s degree from Regis College, Colorado, and a Master’s degree from the University of Colorado. In addition, he is also a graduate of the FBI National Academy, the Northwestern Traffic Institute Supervision Course, Harvard University’s John F. Kennedy School of Government Program for Senior Executives in State and Local Government, and the National Sheriffs’ Institute. Sheriff Robinson is a member of the National Sheriffs’ Association, where he serves on several Committees, the Major County Sheriffs’ Association, and the Police Executive Research Forum, among others. The Arapahoe County Sheriff’s Office has been CALEA Accredited since 1988 and also has the National Sheriffs’ Association “Triple Crown Award” for agencies that have achieved accreditation from CALEA, the American Correctional Association, and the National Commission on Correctional Health Care.
## EXECUTIVE BOARD

JAMES M. O’DELL — PRESIDENT  
MARY ANN VIVERETTE — VICE-PRESIDENT  
STANLEY GLANZ — SECRETARY  
PATRICK OLIVER — TREASURER

### CORPORATE AFFAIRS
- Glover (Chair)  
- Austin  
- Greene  
- Kamatchus  
- Oliver  
- Robey  
- Daughtry (Staff)  
- Beatty (Staff)

### STANDARDS REVIEW & INTERPRETATION
- Viverette (Chair)  
- Ace  
- Dekmar  
- Dotson  
- Greenlaw  
- Keith  
- LaFlamme  
- Langley  
- Wegner  
- Shepard (Staff)  
- Newell (Staff)  
- Goddard (Staff)

### OUTREACH
- Ticer (Chair)  
- Eslinger  
- Glanz  
- Holden  
- Sasaki  
- Mitchell (Staff)  
- Winkelmann (Staff)  
- Garner (Staff)

### STRATEGIC PLANNING
- Greene (Chair)  
- Keith (Co-Chair)  
- Dekmar  
- Holden  
- Oliver  
- Robey  
- Sasaki  
- Wegner  
- Daughtry (Staff)  
- Newell (Staff)  
- Goddard (Staff)

### CALEA AGENCY SUPPORT FUND (CASE)
- Ace (Chair)  
- Glanz  
- Glover  
- Oliver  
- Viverette  
- Daughtry (Staff)  
- Beatty (Staff)  
- Newell (Staff)

### AWARDS
- LaFlamme (Chair)  
- Dekmar  
- Dotson  
- Greenlaw  
- Kamatchus  
- Brown (Staff)  
- Hyater (Staff)

### INVESTMENTS
- Oliver (Chair)  
- Glanz  
- Sasaki  
- Viverette  
- Daughtry (Staff)  
- Beatty (Staff)

### REVIEW COMMITTEES

#### COMMITTEE A
- Keith (Chair)  
- Glover  
- Holden  
- Robey  
- LeMay (Staff)

#### COMMITTEE B
- Kamatchus (Chair)  
- Dekmar  
- Oliver  
- Ticer  
- Mitchell (Staff)  
- Goddard (Staff)

#### COMMITTEE C
- LaFlamme (Chair)  
- Ace  
- Eslinger  
- Wegner  
- Hyater (Staff)

#### COMMITTEE D
- Sasaki (Chair)  
- Austin  
- Greenlaw  
- Viverette  
- Shepard (Staff)

#### COMMITTEE E
- Glanz (Chair)  
- Dotson  
- Greene  
- Langlely  
- Gant (Staff)
## Commission Board Terms
**Effective January 2005**

<table>
<thead>
<tr>
<th>Name</th>
<th>Position*</th>
<th>Region**</th>
<th>Term No</th>
<th>Expiration of Term</th>
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</thead>
<tbody>
<tr>
<td>AUSTIN, Charles</td>
<td>Appointed Municipal (City Manager)</td>
<td>SE</td>
<td>1</td>
<td>12/05</td>
</tr>
<tr>
<td>DOTSON, Jimmie</td>
<td>MLE 100,000+</td>
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<td>1</td>
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<tr>
<td>GLANZ, Stanley</td>
<td>CLE 100,000+</td>
<td>SW</td>
<td>2</td>
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<tr>
<td>GREENLAW, Robert</td>
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<td>KEITH, Phil</td>
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<td>SE</td>
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<td>12/05</td>
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<tr>
<td>O’DELL, James</td>
<td>MLE 100,000-</td>
<td>MW</td>
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<tr>
<td>TICER, Patricia S.</td>
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<td>GREENE, Jack</td>
<td>Education</td>
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<td>3</td>
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<td>ROBEY, James</td>
<td>Elected Municipal (City Manager)</td>
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<td>1</td>
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<td>SASAKI, Sam</td>
<td>Appointed Municipal (City Manager)</td>
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<td>ACE, Ron</td>
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<tr>
<td>DEKMAR, Louis A</td>
<td>MLE 100,000-</td>
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<td>P</td>
<td>12/07</td>
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<tr>
<td>HOLDEN, Richard</td>
<td>Appointed State (Traffic Advisor)</td>
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<td>P/1</td>
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<td>KAMATCHUS, Ted</td>
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<td>MW</td>
<td>1</td>
<td>12/07</td>
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<tr>
<td>LaFLAMME, John</td>
<td>Provincial Gaming Commission (Ret.)</td>
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<td>12/07</td>
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<tr>
<td>LANGLEY, DeWade</td>
<td>SLE 100,000+</td>
<td>SW</td>
<td>1</td>
<td>12/07</td>
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<tr>
<td>OLIVER, Patrick B4</td>
<td>MLE 100,000-</td>
<td>MW</td>
<td>2</td>
<td>12/07</td>
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<tr>
<td>VIVERETTE, Mary Ann</td>
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<td>P</td>
<td>12/07</td>
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<tr>
<td>WEGNER, Grant</td>
<td>Elected State (Judge)</td>
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<td>P</td>
<td>12/07</td>
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</tbody>
</table>

* CLE: County Law Enforcement  
MLE: Municipal Law Enforcement  
SLE: State Law Enforcement  

** NE: New England  
MA: Middle Atlantic  
SE: Southeast  
MW: North Atlantic  
M: Mountain  
SW: Southwest  
PW: Pacific West  

*** P: Partial  

** Association Designees:**  
A - IACP  
B - NOBLE  
C - NSA  
D - PERF  

1 - President of Corporation; Board Chairperson  
2 - Vice Chairperson  
3 - Secretary of the Corporation  
4 - Treasurer of the Corporation
THE FOUNDING ORGANIZATIONS

INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE (IACP)
President: Joseph Estey, Chief of Police, Hartford, VT
Mr. Daniel N. Rosenblatt, Executive Director
515 North Washington Street
Alexandria, VA 22314-2357

NATIONAL ORGANIZATION OF BLACK LAW ENFORCEMENT EXECUTIVES (NOBLE)
President: Richard Pennington, Chief of Police, Atlanta, GA
Mr. Jessie Lee, Jr., Executive Director
4609 Pinecrest Office Park, Suite F
Alexandria, VA 22312-1442

NATIONAL SHERIFFS’ ASSOCIATION (NSA)
President: Sheriff Ted Sexton, Tuscaloosa County, AL
Mr. Thomas N. Faust, Executive Director
1450 Duke Street
Alexandria, VA 22314-3403

POLICE EXECUTIVE RESEARCH FORUM (PERF)
President: William Bratton, Chief of Police, Los Angeles, CA
Mr. Chuck Wexler, Executive Director
1120 Connecticut Ave., NW
Washington, DC 20036
FUTURE CALEA CONFERENCE SITES

2006 CONFERENCE SITES
March 22-25, 2006  Jacksonville, Florida
July 26-29, 2006  Lexington, Kentucky
November 15-18, 2006  Reno, Nevada

2007 CONFERENCE SITES
March 14-17, 2007  Greensboro, North Carolina
July 25-28, 2007  Montreal, Quebec
November 14-17, 2007  Colorado Springs, Colorado

2008 CONFERENCE SITES
March 2008  Atlanta, Georgia
July 2008  Palm Beach, Florida
November 2008  Tulsa, Oklahoma
# Accreditation

## Law Enforcement Accreditation

### Alabama
- Birmingham Police Dept.
- Huntsville Police Dept.
- Jacksonville State Univ. Police Dept.
- Mobile Police Dept.
- Univ. of Alabama at Birmingham Police Dept.
- Univ. of Alabama Police Dept.

### Alberta
- Alberta Infrastructure & Transportation, Commercial Vehicle Enforcement
- Canadian Pacific Railway Police Service
- Edmonton Police Service

### Arizona
- Arizona State University Dept. of Public Safety
- Chandler Police Dept.
- Gilbert (Town of) Police Dept.
- Glendale Police Dept.
- Maricopa County Attorney’s Office Investigations Division
- Mesa Police Dept.
- Northern Arizona Univ. Police Dept.
- Peoria Police Dept.
- Phoenix Police Dept.
- Scottsdale Police Dept.
- Tempe Police Dept.
- Tucson Airport Authority Police Dept.
- Tucson Police Dept.
- Univ. of Arizona Police Dept.

### Arkansas
- Conway Police Dept.
- Fort Smith Police Dept.
- Little Rock Police Dept.
- Univ. of Arkansas Police Dept.

### Barbados
- Royal Barbados Police Force

### California
- Alameda County Sheriff’s Office
- California State Univ. (Fullerton) Police Dept.
- California State Univ. (Los Angeles) Police Dept.
- Fresno (City of) Police Dept.
- Garden Grove Police Dept.
- Modesto Police Dept.
- Oakland Housing Authority Police Dept.
- West Sacramento Police Dept.

### Colorado
- Arapahoe County Sheriff’s Office
- Arvada Police Dept.
- Aurora Police Dept.
- Colorado Springs Police Dept.
- El Paso County Sheriff’s Office
- Jefferson County Sheriff’s Office
- Lakewood Police Dept.
- Loveland Police Dept.
- Pueblo County Sheriff’s Office

### Connecticut
- Avon Police Dept.
- Berlin Police Dept.
- Central Connecticut State Univ. Police Dept.
- Connecticut State Capitol Police
- Connecticut State Police
- Enfield Police Dept.
- Farmington Police Dept.
- Glastonbury Police Dept.
- Granby Dept. of Police Services
- Guilford Police Dept.
- Manchester Police Dept.
- Meriden Police Dept.
- New Canaan Police Dept.
- Norwalk Police Dept.
- Univ. of Connecticut Police Dept.
- Wethersfield Police Dept.

### Delaware
- Delaware Div. of Fish & Wildlife, Enforcement Section
- Delaware River and Bay Authority Police Dept.
- Delaware State Police
- Dover Police Dept.
- New Castle County Police Dept.
- Newark Police Dept.
- Wilmington Dept. of Police

### District of Columbia
- Amtrak Police Dept.
- Metro Transit Police
- United States Capitol Police

### Florida
- Aventura Police Dept.
- Boca Raton Police Services
- Brevard County Sheriff’s Office
- Broward County Sheriff’s Office
- Cape Coral Police Dept.
- Charlotte County Sheriff’s Office
- Collier County Sheriff’s Office
- Coral Gables Police Dept.
- Coral Springs Police Dept.
- Florida Dept. of Law Enforcement
- Florida Highway Patrol
- Haines City Police Dept.
- Hillsborough County Sheriff’s Office
- Indian River County Sheriff’s Office
- Jacksonville Beach Police Dept.
- Jacksonville Sheriff’s Office
- Jupiter Police Dept.
- Lakeland Police Dept.
- Largo Police Dept.
- Lee County Sheriff’s Office
- Manatee County Sheriff’s Office
- Margate Police Dept.
- Martin County Sheriff’s Office
- Miami (City of) Police Dept.
- Miami Beach Police Dept.
- Miami-Dade Police Dept.
- Miramar Police Dept.
- Monroe County Sheriff’s Office
- Naples Police and Emergency Services Dept.
- Neptune Beach Public Safety Dept.
- Orange County Sheriff’s Office
- Palm Beach Gardens Police Dept.
- Palm Beach Police Dept.
- Pasco County Sheriff’s Office
- Pembroke Pines Police Dept.
- Pinecrest Police Dept.
- Pinellas County Sheriff’s Office
- Plantation Police Dept.
- Polk County Sheriff’s Office
- Port Orange Police Dept.
- Port St. Lucie Police Dept.
- Seminole County Sheriff’s Office
- St. Johns County Sheriff’s Office
- St. Petersburg Police Dept.
- Tallahassee Police Dept.
- Tampa Police Dept.
- Univ. of Florida Police Dept.
- Village of Royal Palm Beach Police Dept.
- Volusia County Sheriff’s Office
- Winter Haven Police Dept.
- Winter Springs Police Dept.

### Georgia
- Alpharetta Police Dept.
- Athens-Clarke County Police Dept.
- Atlanta Police Dept.
- Baldwin County Sheriff’s Office
- Cherokee County Sheriff’s Office
- Cobb County Police Dept.
- Columbia County Sheriff’s Office
- Columbus Police Dept.
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ACCREDITATION

NOAA, Fisheries, Office for Law Enforcement
Prince George’s County Police Dept.
Rockville City Police Dept.
Salisbury Police Dept.
Univ. of Maryland Dept. of Public Safety
Univ. of Maryland, Baltimore Police Force

Massachusetts
Boston Housing Authority Police Dept.
Danvers Police Dept.
Massachusetts Bay Transportation Authority Transit Police Dept.
Newton Police Dept.

Michigan
Grand Blanc Police Dept.
Kentwood Police Dept.
Monroe Police Dept.
Norton Shores Police Dept.
Port Huron Police Dept.
Portage Police Dept.

Minnesota
Anoka Police Dept.
Northfield Police Dept.

Mississippi
Hattiesburg Police Dept.
Madison Police Dept.
Mississippi State University Police Dept.

Missouri
Bolivar Police Dept.
Chesterfield Police Dept.
Clayton Police Dept.
Florissant Police Dept.
Gladstone Dept. of Public Safety
Grandview Police Dept.
Hazelwood Police Dept.
Independence Police Dept.
Jefferson County Sheriff’s Office
Missouri State Highway Patrol
Springfield Police Dept.
St. Joseph Police Dept.
St. Louis County Police Dept.
Univ. of Missouri - (Kansas City) Police Dept.
Univ. of Missouri Police Dept.
Univ. of Missouri (St. Louis) Police Dept.
University City Police Dept.
Webster Groves Police Dept.

Nebraska
Lincoln Police Dept.
Nebraska State Patrol
Omaha Police Dept.

Nevada
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Las Vegas Dept. of Detention & Enforcement
Las Vegas Metropolitan Police Dept.

New Hampshire
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Morris County Sheriff’s Office
Ridgewood Police Dept.
Woodbridge Township Police Dept.

New Mexico
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Farmington Police Dept.

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Elmira Police Dept.
Manlius Police Dept.
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Oneida Indian Nation Police
Rochester Police Dept.
Scarsdale Police Dept.

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Kannapolis Police Dept.
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North Carolina Alcohol Law Enforcement
North Carolina State Bureau of Investigation
North Carolina State Highway Patrol
North Carolina State University Police Dept.
Pitt County Memorial Hospital Police Dept.
Raleigh Police Dept.
Salisbury Police Dept.
Shelby Police Dept.
Univ. of North Carolina Dept of Public Safety
Wilson Police Dept.
Winston-Salem Police Dept.

North Dakota
Bismarck Police Dept.
North Dakota Highway Patrol

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Amberley Village Police Dept.
Beavercreek Police Dept.
Bowling Green Police Division
Centerville Police Dept.
Cincinnati Police Dept.
Colerain Township Police Dept.
Columbus Division of Police
Columbus Regional Airport Authority
Division of Public Safety, Police Section
Cuyahoga Metro Housing Authority Police
Delhi Township Police Dept.
Dublin Division of Police
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Grove City Division of Police
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Heath Police Dept.
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Indian Hill Rangers Police Dept.
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Milford Police Dept.
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Ohio Bureau of Criminal Identification & Investigation
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Upper Arlington Division of Police
Vandalia Division of Police
West Carrollton Police Dept.
Whitehall Dept. of Public Safety, Div. of Police
Xenia Police Division

Oklahoma
Oklahoma State Bureau of Investigation
Tulsa County Sheriff’s Office
Tulsa Police Dept.

Ontario
Brantford Police Service
Niagara Parks Police Service
Peel Regional Police

Oregon
Corvallis Police Dept.
Forest Grove Police Dept.
Grants Pass Dept. of Public Safety

Pennsylvania
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Harrisburg Bureau of Police
Lower Allen Township Police Dept.
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Univ. of Pennsylvania Police Dept.

Rhode Island
Brown Univ. Dept. of Public Safety
Cumberland Police Dept.
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North Smithfield Police Dept.
Rhode Island State Police
Smithfield Police Dept.
Warwick Police Dept.

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Charleston County Sheriff’s Office
Charleston Police Dept.
Columbia Police Dept.
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Georgetown Police Dept.
Goose Creek (City of) Police Dept.
Greenville County Sheriff’s Office
Greenville Police Dept.
Greenville Spartanburg Airport Police Dept.
Greenwood Police Dept.
Greer Police Dept.
Isle of Palms Police Dept.
Lexington County Sheriff’s Dept.
Medical Univ. of South Carolina Dept. of Public Safety
Mount Pleasant Police Dept.
Orangeburg Dept. of Public Safety
Rock Hill Police Dept.
Savannah River Site Special Operations Div.
South Carolina Dept. of Public Safety
South Carolina Law Enforcement Division

South Dakota
Rapid City Police Dept.

Tennessee
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Collierville Police Dept.
Cookeville Police Dept.
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Franklin Police Dept.
Gatlinburg Police Dept.
Johnson City Police Dept.
Kingsport Police Dept.
Knoxville Police Dept.
Lebanon Dept. of Public Safety, Police Division
Maryville Police Dept.
Memphis International Airport Police Dept.
Metropolitan Nashville Airport Authority Dept. of Public Safety
Metropolitan Nashville Police Dept.
Morristown Police Dept.
Pigeon Forge Police Dept.
Sevierville Police Dept.
Sullivan County Sheriff’s Office
Tennessee Bureau of Investigation
Tennessee Dept. of Safety
Tennessee Valley Authority Police
Washington County Sheriff’s Office

Texas
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DeSoto Police Dept.
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Gainesville Police Dept.
Harris County Sheriff’s Office
Highland Park Dept. of Public Safety
Houston Independent School District Police Dept.
Hurst Police Dept.
ACCREDITATION

**METRO Transit Authority, Dept. of Police & Traffic Management**
- Midland Police Dept.
- Pflugerville Police Dept.
- Round Rock Police Dept.
- Southlake Dept. of Public Safety
- Temple Police Dept.
- Texas Commission on Law Enforcement Officer Standards and Education
- Tyler Police Dept.
- Univ. of Texas at Houston Police Dept.
- University Park Police Dept.
- Univ. of Washington Police Dept.
- Washington State Patrol

**Wisconsin**
- Appleton Police Dept.
- Beloit Police Dept.
- Menasha (Town of) Police Dept.
- Menominee Falls Police Dept.
- Oshkosh Police Dept.

**Utah**
- Weber County Sheriff’s Office

**Vermont**
- Univ. of Vermont Police Services

**Virginia**
- Alexandria Office of Sheriff
- Alexandria Police Dept.
- Arlington County Police Dept.
- Blacksburg Police Dept.
- Bristol Police Dept.
- Culpeper Police Dept.
- Fairfax (City of) Police Dept.
- George Mason University Police Dept.
- Hampton Police Division
- Hanover County Sheriff’s Office
- Henrico County Division of Police
- Herndon Police Dept.
- Lynchburg Police Dept.
- Manassas City Police Dept.
- Newport News Police Dept.
- Prince William County Police Dept.
- Roanoke City Police Dept.
- Roanoke County Police Dept.
- Staunton Police Dept.
- Univ. of Richmond Police Dept.
- Virginia State Police
- Virginia Tech Police Dept.
- Williamsburg Police Dept.

**Washington**
- Auburn Police Dept.
- Bellevue Police Dept.
- Clark County Sheriff’s Office
- Edmonds (City of) Police Dept.
- Federal Way Police Dept.
- Kent Police Dept.
- Renton Police Dept.
- Seattle Police Dept.

**Communications Accreditation**

**Arizona**
- Tucson Airport Authority-Communications/Dispatch

**California**
- Santa Cruz Consolidated Emergency Communications Center
- Yolo County Communications Emergency Service Agency

**District of Columbia**
- Amtrak Police Dept. Communications Center

**Florida**
- Alachua County Sheriff’s Office Combined Communications Center
- Polk County Sheriff’s Office
- Sarasota County Sheriff’s Office Communications Center

**Georgia**
- Cobb County 911 Communications Bureau
- Columbia County Sheriff’s Office
- Georgia Emergency Management Agency
- Lowndes County 911/Emergency Mgt. Center

**Hawaii**

**Illinois**
- Cook County Sheriff’s Police Communications Center
- Naperville Public Safety Answering Point
- Southwest Central Dispatch
- Wood Dale Police Dept.

**Indiana**
- Wayne County Emergency Communications Dept.

**Louisiana**
- Shreveport Fire Dept. Communications Div.

**Nebraska**
- Lincoln Emergency Communications/911 Center

**New Jersey**
- MICCOM (Northern NJ MICU Dispatch)
- Monmouth County Sheriff’s Office
- Northwest Bergen Central Dispatch

**New York**
- Onondaga County Dept. of Emergency Communications
- Rochester Emergency Communications Dept.

**Oregon**
- Grants Pass Dept. of Public Safety

**South Carolina**
- Columbia-Richland Communications Center
- Spartanburg County Communications/911 Department

**Tennessee**
- Knox County Emergency Communications District
- Metropolitan Nashville Airport Authority - Airport Operations Center
- Metropolitan Nashville Emergency Communications Center

**Texas**
- Arlington (City of) Dispatch Services
- College Station Police Dept.
- Plano Public Safety Communications

**Utah**
- Salt Lake Valley Emergency Communications Center (SLVECC)

**Virginia**
- Prince William County Office of Public Safety Communications
Virginia Beach 911 Emergency Communications Division

**Washington**
Bellevue Police Dept. - Eastside Communications Center
Clark Regional Emergency Services Agency (CRESA)
Valley Communications Center
Rock County Communications Center

**TRAINING ACADEMY ACCREDITATION**

**Connecticut**
Judicial Marshal Academy – Judicial Marshal Services

**Illinois**
North East Multi-Regional Training, Inc.

**Kentucky**
Kentucky Dept. of Criminal Justice Training

**Maryland**
Aberdeen Proving Ground Police

**Ohio**
Ohio Peace Officer Training Academy

**South Carolina**
Wackenhut Services, Inc. – Savannah River Site

**Tennessee**
Knoxville Police Dept.

**Virginia**
Northern Virginia Criminal Justice Training Academy
LAW ENFORCEMENT RECOGNITION

**Alabama**
Alexander City Police Dept.

**California**
Kensington Police Dept.

**Chihuahua**
Secretaria de Seguridad Publica y Proteccion Ciudadana
Direccion de Seguridad Publica Municipal

**Delaware**
Bethany Beach Police Dept.

**Illinois**
Bradley Police Dept.
Countryside Police Dept.
Genoa Police Dept.
Northlake Police Dept.

**Kansas**
Bonner Springs Police Dept.

**Manitoba**
Brandon Police Service

**Maryland**
Carroll County Sheriff’s Office

**Michigan**
Grand Blanc Township Police Dept.
Meridian Township Police Dept.

**Missouri**
Blue Springs Police Dept.
Maryland Heights Police Dept.

**Mississippi**
Univ. of Southern Mississippi Police Dept.

**North Carolina**
Morrisville Police Dept.

**New Jersey**
Egg Harbor Township Police Dept.
Stafford Police Dept.

**New York**
Geneva Police Dept.

**Ohio**
Bexley Police Dept.
Forest Park Police Dept.
Hebron Police Dept.
Pennsylvania
Allentown Police Dept.

**Texas**
Leander Police Dept.

**Washington**
Washington Dept. of Fish & Wildlife Enforcement

**Florida**
Alachua County Sheriff’s Office
Altramonte Springs Police Dept.
Bal Harbour Police Dept.
Bartow Police Dept.
Bay County Sheriff’s Office
Boynton Beach Police Dept.
Bradenton Police Dept.
Casselberry Police Dept.
Citrus County Sheriff’s Office
Clearwater Police Dept.
Clermont Police Dept.
Davie Police Dept.
DeLand Police Dept.
Delray Beach Police Dept.
Flagler County Sheriff’s Office
Florida Dept. of Transportation, Motor Carrier Compliance Office
Fort Lauderdale Police Dept.
Gulf Breeze Police Dept.
Gulfport Police Dept.
Hernando County Sheriff’s Office
Holly Hill Police Dept.
Hollywood Police Dept.
Jacksonville Airport Authority Police Dept.
Juno Beach Police Dept.
Key West Police Dept.
Lake Mary Police Dept.
Lake Worth Police Dept.
Lantana Police Dept.
Lauderhill Police Dept.
Leon County Sheriff’s Office
Lighthouse Point Police Dept.
Maitland Police Dept.
Mount Dora Police Dept.

North Miami Beach Police Dept.
Orlando Police Dept.
Osceola County Sheriff’s Office
Oviedo Police Dept.
Palatka Police Dept.
Palm Beach County School District Police
Palm Beach County Sheriff’s Office
Panama City Police Dept.
Ponce Inlet Police Dept.
Punta Gorda Police Dept.
Putnam County Sheriff’s Office
Sanford Police Dept.
Santa Rosa County Sheriff’s Office
Sarasota Police Dept.
Satellite Beach Police Dept.
South Daytona Police Dept.
St. Lucie County Sheriff’s Office
Sumter County Sheriff’s Office
Tequesta Police Dept.
Univ. of North Florida Police & Public Safety
Wakulla County Sheriff’s Office
West Palm Beach Police Dept.
Winter Park Police Dept.

**New Hampshire**
Lincoln Police Dept.
Univ. of New Hampshire Police Dept.

**New Jersey**
Egg Harbor Township Police Dept.
Stafford Police Dept.

**Oregon**
Ashland Police Dept.
Bend Police Dept.
Canby Police Dept.
Central Point Police Dept.
Deschutes County Sheriff’s Office
Eagle Point Police Dept.
Newberg Police Dept.
Oregon City Police Dept.
Polk County Sheriff’s Office
Redmond Police Dept.
Sunriver Police Dept.
Tigard Police Dept.

**Washington**
Kennebec Police Dept.
Kirkland Police Dept.
Kittitas County Sheriff’s Office
Snohomish Police Dept.
NETWORK COALITIONS

Alabama Police Accreditation Coalition (ALPAC)
Arizona Police Accreditation Coalition (AZPAC)
California Police Accreditation Coalition (CALPAC)
Canadian Police Accreditation Coalition (CANPAC)
Chesapeake Region Law Enforcement Accreditation Alliance (CRLEAA)
Connecticut Police Accreditation Coalition (Conn-PAC)
Delaware Police Accreditation Coalition (DELPAC)
Florida Police Accreditation Coalition, Inc. (FLA-PAC, Inc.)
Georgia Police Accreditation Coalition (GPAC)
Housing Police Accreditation Coalition (HPAC)
Illinois Police Accreditation Coalition (IPAC)
Indiana Police Accreditation Coalition (INPAC)
Kansas Law Enforcement Accreditation Coalition (KLEAC)
Law Enforcement Accreditation Coalition of Tennessee (LEACT)
Massachusetts Police Accreditation Coalition (MASS-PAC)
Michigan Police Accreditation Coalition (MIPAC)
Minnesota Police Accreditation Coalition (MINNPAC)
Missouri Law Enforcement Accreditation Coalition (MOLEAC)
Nevada State Law Enforcement Coalition (NV-PAC)
New Jersey Public Safety Accreditation Coalition (NJPSAC)
New York Police Accreditation Coalition (NYPAC)
North Carolina Law Enforcement Accreditation Network (NCLEAN)
Northern New England Police Accreditation Coalition (NNEPAC)
Northwest Police Accreditation Coalition (NWPAC)
Pennsylvania Police Accreditation Coalition (PPAC)
Public Safety Communications Accreditation Support Network (PSCASN)
Rhode Island Accreditation Coalition (RI-PAC)
Rocky Mountain Accreditation Network (RMAN)
South Carolina Association on Law Enforcement Accreditation (SCALEA)
State Agency Accreditation Coalition (SAAC)
State of Ohio Accreditation Resources (SOAR)
Texas, Arkansas, Louisiana, Oklahoma, New Mexico (TALON)
Virginia Association of CALEA Accredited Professionals (VACAP)
**STAFF**

**PERMANENT STAFF:**

- Sylvester DAUGHTRY, JR. (Executive Director)
- James D. BROWN (Associate Director)
- Antonio T. BEATTY (Administrative Services Manager)
- Linda L. PHILLIPS (Information Technology Coordinator)
- Reginald NEWELL (Planning and Research Coordinator)
- Rhonda GARNER (Executive Assistant)
- Margaret (Peg) Gant (Program Manager)
- Christie GODDARD (Program Manager)
- Dennis M. HYATER (Program Manager)
- Harold T. “Ted” LeMAY, Jr. (Program Manager)
- Stephen W. MITCHELL (Program Manager)
- Karen B. SHEPARD (Program Manager)
- Janice DIXON (Program Specialist)
- Elaine K. CONNER (Contract Specialist)
- Wendi G. JONES (Administrative Assistant)
- Margaret (Peg) L. GIGLIO (Program Assistant)
- Maya MITCHELL (Program Assistant)

**EXTENDED STAFF:**

- Craig ANDERSON, Attorney-at-Law – Hale, Hassan, Carlson & Penn, P.L.C., Fairfax, VA
- Brian DARVILLE, Attorney-at-Law – Oblon, Spivak, McClelland, Maier & Neustadt, P.C., Alexandria, VA
- Linda ENGLISH, Certified Financial Planner – English & Associates Inc., Falls Church, VA
- Walter KUNZ, Certified Public Accountant – Millard T. Charlton & Associates Chartered, Bladensburg, MD
- Leo O’BRIEN, CACE Software Developer – NovaSoft, Inc., Chantilly, VA
- Jeannie RICHARDSON, Network Specialist – Southern Professional Services, Inc., Stevensville, MD
- Laurie WINKELMANN & Staff, Travel and Meeting Services – Jaguar Travel Group, Alexandria, VA
ACCREDITATION: A MANAGEMENT MODEL

The CALEA Accreditation process is a proven modern management model. Once implemented, it presents an agency's CEO, on a continuing basis, with a blueprint that promotes the efficient use of resources and improves service delivery - regardless of the size, geographic location, or functional responsibilities of the agency.

The standards upon which the CALEA's Accreditation Programs are based reflect the current thinking and experience of public safety practitioners and researchers. Major public safety associations, leading educational and training institutions, governmental agencies, as well as public safety executives internationally, acknowledge CALEA's Accreditation Programs as benchmarks for today's public safety agencies.

The proven benefits of accreditation include the following:

• CALEA Accreditation requires an agency to develop a comprehensive, well thought out, uniform set of written directives. This is one of the most successful methods for reaching administrative and operational goals, while also providing direction to personnel.
• CALEA Accreditation standards provide the necessary reports and analyses a CEO needs to make fact-based, informed management decisions.
• CALEA Accreditation requires a preparedness program be put in place - so an agency is ready to address natural or man-made unusual occurrences.
• CALEA Accreditation is a means for developing or improving upon an agency's relationship with the community.
• CALEA Accreditation strengthens an agency's accountability, both within the agency and the community, through a continuum of standards that clearly define authority, performance, and responsibilities.
• Being CALEA Accredited can limit an agency's liability risk exposure because it demonstrates that internationally recognized standards for law enforcement have been met, as verified by a team of independent outside CALEA-trained assessors.
• CALEA Accreditation assists in an agency's pursuit of professional excellence.

CALEA's standards enable public safety administrators to strengthening existing procedures while simultaneously creating a solid foundation for the agency's future.