

2007 Annual Report



National Sheriffs' Association



Executive Director's Report

As 2007 winds to a close, I am pleased to address you in my first annual report as Executive Director. It has been a fruitful but often trying year as I learn the ins and outs of leading this fine organization. As the former sheriff of Salt Lake County, I am very knowledgeable about what it takes to run a sheriff's office. I am using that knowledge to bring the National Sheriffs' Association to a new level in terms of professionalism, opportunities, and advocacy for the Office of Sheriff.

In 2007, Illegal immigration continued to be a "hot" topic for the Office of Sheriff and an ever-increasing drain on our limited resources. Not only has this been a concern for illicit drugs and human smuggling, it is, since 9-11, a real avenue to admit terrorists. We, as sheriffs must be prepared for the worst, while, at the same time, hoping for the best.

Unfortunately, it was also a year of sorrow for the nation with yet more incidences of school violence. Sheriffs' offices around the country are all too often in the headlines dealing with these tragic events. NSA has responded to a Presidential Initiative from President Bush to devise a resource center for schools and law enforcement on school violence issues. Perhaps with increased resources, the depth of these tragedies will be minimized.

As your executive director, I would like to ask that you consider adopting or supporting the 911 Cell Phone Bank emergency cell phone program. This is a partnership that will have a positive impact on your

community. This program helps law enforcement to serve the community in various ways. First and foremost, it provides emergency communication to those who are living in at-risk situations; like an abusive household, a vulnerable senior, or a home with no telephone service. Second, it provides crucial funding for similar important community projects. Third, it benefits the environment; keeping electronic waste from entering landfills.

I believe it is critical to provide support when the need for immediate communication is so great. With the support of the NSA, more than 2000 emergency cell phones are delivered each month by the 911 Cell Phone Bank to those most vulnerable. The need is growing. Help your nation's sheriffs meet this demand for 911 access by donating a cellular telephone today, or starting a program in your area. For more information, visit our Triad website at www.nationaltriad.org.

Another of my goals is to thrust the Neighborhood Watch program to the next level on the national stage. Neighborhood Watch essentially is homeland security on the local level, and it doesn't just involve neighbors, but county, state, and even federal government involvement. The key to success is getting people from every level to work together, and it all starts with cooperation between a community member and his or her local police officer, and extends right up to the highest echelons of the federal government and private industry.

Perhaps my biggest challenge is to ensure that funding for this endeavor is available, which is directly connected to strong national partnerships. Local law enforcement agencies are hard pressed to get their officers out of their patrol cars and onto the streets of communities. But in order to be able to do that, they need enough funding, so I will regularly meet with the Department of Justice, the FBI, the Department of Homeland Security, and other federal agencies to stress the importance of the Neighborhood Watch program and to justify sufficient funding. I also plan to reach out to the private sector and encourage businesses to get involved in the program.

I am happy to report that NSA continues to grow in terms of member programs, training, and support services, and to prosper financially. NSA operations, programs, and accomplishments reflect our ongoing commitment to better serve our members and to protect and uphold the institution of the Office of Sheriff across the nation.

I would like your opinions and thoughts. This is your association, let's make it the best it can be.

Aaron D. Kennard
Executive Director



NSA President's Message

If you're reading this publication, you are either a member or a very good friend of the National Sheriffs' Association and willing to be an integral part in a well-respected organization. I thank you for both.

In my travels as NSA President, it is clear our voice is strong in many matters crucial to the safety and security of this country. But it can and will become stronger in the months and years to come as NSA positions itself as a leader in law enforcement.

This annual report should give you insight as to this association's mission in representing America's 3,084 Sheriffs.

We are at the beginning of a new era of leadership at NSA, focused on the importance of Congressional affairs and federal legislation. Our new Executive Director, Aaron Kennard, is taking on the job of communicating with legislative leaders and others on Capital Hill with confidence and conviction. The Government Affairs Division of NSA is on top of the ever changing climate in Washington, whether the issue is related to gangs or guns, grant money or getting reimbursement for housing illegal aliens.

Law enforcement leaders echo the same refrain as I travel from one end of this country to another: we need help dealing with the illegal immigrant population. I am proud to say NSA has received funding to begin a new and meaningful dialogue on this issue to assist in finding answers to one of our most difficult challenges. I have worked to enhance partnerships with organizations with similar goals to move forward in a meaningful and productive manner for all.

Those partnerships are no more evident than in the training programs offered by the National Sheriffs' Association. Whether the topic is jail operations

or domestic violence, training first responders or executive level training aimed at helping our Sheriffs run a better shop, NSA has developed programs that are widely respected in our industry. I urge you to review and implement them within your agencies. NSA's Training Division stands ready to do what it takes to help you, your deputies, command staff and others achieve maximum success.

As we strive for perfection in our agencies, the human element always plays a factor with the chance that something will go wrong. It is vital that we do all in our power to protect our agencies from frivolous litigation and again, NSA is there with the best law enforcement liability program available.

For NSA to continue to succeed and become an even better organization, we must examine our current committee structure for what works and what does not. By doing this we can explore our options and ways to expand and enhance the role of NSA. Our Conferences remain the most important opportunities for those committees to get their jobs done. I urge you to reexamine your commitment to NSA and its programs and policies and get involved in the dialogue to come.

With new leadership on the horizon on the national stage, it is more important than ever that we refocus our energies on what is most vital to the people we serve in our communities. I look forward to seeing all of you in Indianapolis in June for what promises to be an exciting conference, with a Cajun flare! Make your reservations today to underscore your commitment to your Association.

*Sheriff Craig Webre
Lafourche Parish, Louisiana*



Financial Report

2007 Financial Highlights 12 Months - Ended December 31, 2007

2007 Revenues

Research & Development (grants)	\$4,050,326.00
Annual Conference	1,296,228.57
Membership & Operations	898,319.00
Publications	211,317.00
Miscellaneous Sales and Other	401,269.00
Career Development	52,457.00
Jail Training	69,277.00
Crime Prevention	80,929.00
Total Revenues	\$7,060,122.57

2007 Expenses

Research & Development (grants)	\$4,050,326.00
Annual Conference	1,002,778.00
Publications	332,597.00
Association Headquarters	139,591.00
Membership & Operations	1,434,511.00
Crime Prevention	86,897.00
Career Development	38,301.00
Jail Training	8,000.00
Total Expenses	\$7,093,001.00

2007 Assets

Headquarters	\$2,978,097.00
Investments	4,156,996.00
Accounts Receivable & Accrued Income	1,101,584.00
Notes Receivable	251,250.00
Cash and Cash Equivalents	636,716.00
Prepaid Expenses	252,747.00
Inventory of Saleable Items	32,830.00
Other Assets	355.00
Accumulated Depreciation	(1,558,861.00)
Total Assets	\$7,851,714.00

2007 Liabilities & Fund Balances

Accounts Payable & Accrued Expenses	\$511,401.00
Long-Term Debt	86,316.00
Deferred Income	603,091.00
Total Liabilities	\$1,200,808.00

Net Assets	\$6,650,906.00
Total Liabilities & Net Assets	\$7,851,714.00

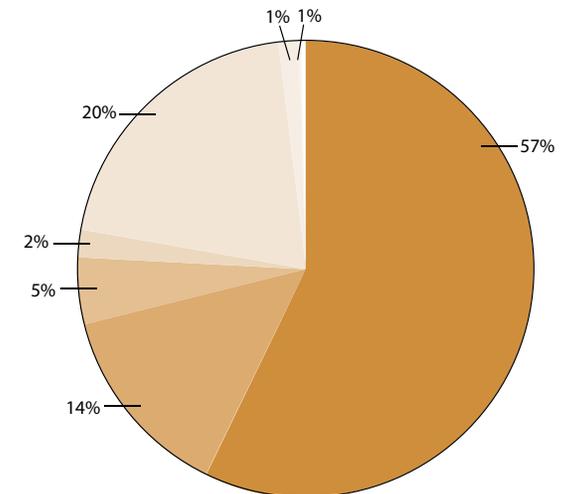
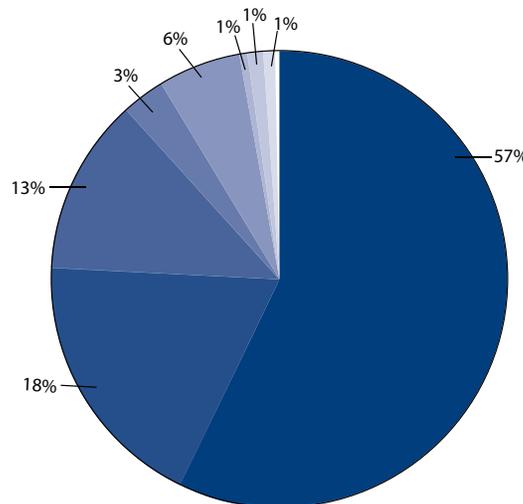
Note: this statement represents audited figures for the 12 months (year) ended December 31, 2007

2007 Expenses

- Research and Development (grants)
- Annual Conference
- Publications
- Association Headquarters
- Membership Operations
- Crime Prevention
- Career Development
- Jail Training

2007 Revenues

- Research and Development (grants)
- Annual Conference
- Membership Operations
- Publications
- Miscellaneous Sales and Other
- Career Development
- Jail Training
- Crime Prevention



Government Affairs

Introduction

The NSA Government Affairs Division (NSA-GAD) is the “lobbying” arm of the National Sheriffs’ Association. In conjunction with the Legislative Affairs Committee, it develops the Association’s legislative agenda and serves as a liaison for sheriffs to the United States Congress and the Executive branch.

Inside the Beltway at a Glance

As of November 16, 2007, the 110th Congress kicked off its first session in January with a new democratic majority in both the House and the Senate.

Congress once again struggled with the appropriations process having enacted only one (Department of Defense) of 12 spending bills before the end of the current fiscal year which ended on October 1. The spending bills for the Departments of Justice and Homeland Security – bills that include grant programs for local law enforcement – are expected to be finished before the end of 2007.

Overall, funding levels for local law enforcement programs are slightly higher than last year’s levels. In addition, we are very pleased to report that lawmakers appropriated over \$100 million for the vital COPS Hiring Initiative – the program has not been funded since 2005 – thanks to NSA’s aggressive grassroots efforts. The 110th Congress also managed to pass several key law enforcement measures.

Legislation in the 110th Congress

Immigration Reform. A sweeping overhaul of immigration laws died twice in June on the Senate floor. The expectation among members is that it will not return until a new president occupies the White House.

Prospects for passage of an immigration bill appeared bright in the early months of the 110th Congress as Senate Republicans and Democrats worked closely behind the scenes. The result was a biparti-

san bill (S 1348) that combined border security and enforcement measures with a temporary worker program and a plan that would allow the estimated 12 million illegal immigrants to stay and work in the U.S. (*While NSA monitored the bill closely, including all of the amendments that were offered on the floor, we did not take an official position on the bill). However, the measure failed to gain even a majority – losing 46-53, well short of the 60 votes needed to override a filibuster. In the end, only 12 Republicans joined 33 Democrats and one independent, while 37 Republicans, 15 Democrats and one independent voted “no.”

Although Congress failed to produce a meaningful immigration reform, NSA-GAD kept the issue in the forefront of policymakers in Washington. In April, GAD facilitated a series of meetings for border sheriffs with the Attorney General, Secretary of Homeland Security, and key members of Congress to address the dire situation along the border. Additionally, during the NSA 2007 Winter Conference, GAD provided an opportunity for sheriffs to discuss candidly their concerns on illegal immigration and border security issues with President Bush’s Homeland Security Advisor and the Assistant Secretary of Homeland Security for ICE.

Congressional Testimony. NSA maintained its strong presence on Capitol Hill by offering compelling testimony on a wide range of issues including increase in violent crimes, federal funding for law enforcement programs, mentally ill in the criminal justice system, emergency preparedness, the Insurrection Act, and on concealed carry law for retired law enforcement officers.

In addition, Sheriffs spoke out during press conferences at the Capitol on funding for COPS Hiring Initiative, hate crimes, and the methamphetamine epidemic in rural areas. As a result, Sheriffs continue to be instrumental in shaping federal legislation and national policy on critical criminal justice and public safety issues.

Legislation. The NSA Government Affairs Division advanced key legislation pertaining to methamphetamine, offender reentry, mentally ill in jails, the Insurrection Act, COPS program, SCAAP, gangs, hate crimes, animal fighting, and the implementation of the 9/11 Commission recommendations. *Please refer to the “Bill Tracker” table for more information on legislation.

NSA-GAD has also been working tirelessly to block harmful measures strongly opposed by Sheriffs including a federal mandate on collective bargaining for public safety officers and attempts to change the existing inmate telephone system. We will continue to execute proactive legislative and advocacy strategies to ensure that these measures are defeated during the 110th Congress.



BILL TRACKER: 110th Congress (2007)

VIEW	BILL	SUMMARY	STATUS
Support	Court Security Improvement Act (S 378; HR 660)	A bill to amend title 18, United States Code, to protect judges, prosecutors, witnesses, victims, and their family members; creates new seat in 9th Circuit appeals court.	Passed Senate 4/19/07 Passed House 7/10/07
Support in part	Implementing Recommendations of the 9/11 Commission Act (HR 1)	A bill to provide implementation of the recommendations of 9/11 Commission; creates Interagency Threat Assessment and Coordination Group (ITACG); establishes in DHS's Policy Directorate an Office for State and Local Law Enforcement, headed by an Assistant Secretary; establishes state, local and regional fusion center initiative with DHS.	Enacted 8/3/07 (PL 110-053)
Support	Gang Abatement and Prevention Act (S 456; HR 3547)	A bill to create new federal penalties to deter and punish members of illegal street gangs; authorizes \$1 billion for law enforcement, prosecution and prevention programs to combat gangs; and establishes high intensity gang area taskforces.	Passed Senate 9/21/07 Referred to House subcommittee 10/17/07
Support	Repealing changes to the Insurrection Act (HR 1585)	To amend title 10, United States Code, to revive previous authority on the use of the Armed Forces and the militia to address interference with State or Federal law.	Pending as part of Defense Authorization bill
Support	SAFE Act (S 519)	A bill to improve the reporting requirements and to expand cooperation in combating child pornography.	Referred to Senate committee 2/7/07
Support	Combating Child Exploitation Act (S 1738)	A bill to establish a Special Counsel for Child Exploitation Prevention and Interdiction within the Office of the Deputy Attorney General; to improve the Internet Crimes Against Children Task Force; to increase resources for regional computer forensic labs; and to make other improvements to increase the ability of law enforcement agencies to investigate and prosecute predators.	Referred to Senate committee 6/28/07
Support	Methamphetamine Production Prevention Act (S 1276)	A bill to establish a grant program to facilitate the creation of methamphetamine precursor electronic logbook systems that is capable of "real-time" capture and transmission of information to law enforcement and can be shared across jurisdictional boundaries.	Referred to Senate committee 5/3/07
Support	Border Law Enforcement Enhancement Act (HR 2542)	To authorize the Secretary of Homeland Security to make grants to hire, train, and equip local law enforcement officials on and near the southern border of the United States, as well as to reimburse the costs of paying overtime to such officials.	Referred to House subcommittee 6/25/07
Support	Animal Fighting Prohibition Enforcement Act (HR 137)	To amend title 18, United States Code, to strengthen prohibitions against transporting animals across state lines for the purpose of staging animal fighting.	Enacted 5/3/07 (PL 110-22)
Support	Methamphetamine Remediation Research Act (HR 365; S 635)	To require the EPA to establish voluntary guidelines for the cleanup of former methamphetamine laboratories.	Passed House 2/7/07 Placed on Senate calendar 10/26/07
Support	SCAAP Reimbursement Protection Act (HR 1512)	To amend the Immigration and Nationality Act to provide for compensation to States incarcerating undocumented aliens charged with a felony <u>or</u> two or more misdemeanors.	Passed House committee 10/24/07
Support	The Local Law Enforcement Hate Crimes Prevention Act (HR 1592; S 1105)	To provide Federal assistance to States, local jurisdictions, and Indian tribes to prosecute hate crimes. It would create stand-alone federal penalties for certain hate crimes, including those based on gender, disability and sexual orientation.	Passed House 5/3/07 Passed Senate 10/1/07 as part of HR 1585
Support	The Second Chance Act (HR; S 10601593)	To reauthorize the grant program for reentry of offenders into the community in the Omnibus Crime Control and Safe Streets Act of 1968, to improve reentry planning and implementation.	Passed House 11/13/07 Passed Senate committee 8/2/07
Support	COPS Improvements Act (HR 1700; S 368)	To amend the Omnibus Crime Control and Safe Streets Act of 1968 to enhance the COPS ON THE BEAT grant program; authorizes \$1.15 billion for next 6 years.	Passed House 5/15/07 Senate committee hearings held 6/20/07
Support	The PRECAUTION Act (S 1521)	A bill to provide information, resources, recommendations, and funding to help State and local law enforcement enact crime prevention and intervention strategies supported by rigorous evidence.	Passed the Senate committee 9/21/07 as part of S 2084
Support	Stop the Sale of Murderabilia to Protect the Dignity of Crime Victims Act (HR 3665)	Amends the federal criminal code to restrict the items that a state and federal prisoner may place in the mail or for delivery and provide for civil and criminal forfeiture of real or personal property used to commit a crime or obtained as a result of such crime.	Referred to House committee 9/25/07
Official Position Pending	Mentally Ill Offender Treatment and Crime Reduction Reauthorization and Improvement Act (HR 3992; S 2304)	A bill to reauthorize a grant program that provides treatment for mentally ill inmates and training for law enforcement officers who handle such offenders; authorize new grant programs focusing on treatment of mentally ill female prisoners; screening, identification and assessment of mentally ill inmates; and improved coordination of treatment and post-release services.	Passed House committee 11/7/07 Referred to Senate committee 11/5/07
Oppose	Tiahrt Amendment	Language that restricts the sharing of federal gun-trace data with law enforcement, prevent its dissemination to cities and bars its use in civil lawsuits against firearms makers and sellers.	Included in CJS spending bill
Oppose	Public Safety Employer-Employee Cooperation Act (HR 980; S 2123)	To provide collective bargaining rights for public safety officers employed by States or their political subdivisions.	Passed House 7/17/07 Referred to Senate committee 10/1/07
Oppose	Family Telephone Connection Protection Act (HR 555)	To amend the Communications Act of 1934 to require the Federal Communications Commission to prescribe rules regulating inmate telephone service rates.	Referred to House subcommittee 2/2/07

Training

In 2007, the Operations Division conducted six successful workshops at the NSA Winter Conference and scheduled 52 seminars/workshops at the 2007 NSA Annual Conference, two sessions of the National Sheriffs' Institute (55 graduates), continued to offer the Jail Operations curricula thru on-line offerings and hard copy curricula. Additionally, we conducted three court security audits, and conducted three court security courses.

Grants Update

Pegasus Project: There was still no substantial movement in the program on the part of NSA. Progress is still underway to connect 5000+ Sheriffs' Offices using secure internet-based protocols. Primary NSA contact is Fred Wilson.

Law Enforcement Information Technology Standards Council (LEITSC). Bureau of Justice Assistance. September 2001 – September 2008 (no cost extension has been approved from September 2007 to September 2008). The original grant was for approximately \$50,000 (for NSA) in 2004 and approximately \$40,000 for 2005. In partnership with the International Association of Chiefs of Police (IACP), Police Executive Research Forum (PERF), and National Organization of Black Law Enforcement Executives (NOBLE), the project involves and trains the nation's law enforcement executives in developing, implementing, and maintaining information technology standards. IACP is the administrator of the funds. Meetings and/or presentations have been held at NSA's 2007 Winter Conference and at NOBLE's July 2006 annual meeting and the IACP annual conference in New Orleans, LA. Future Outlook: The grant was funded after September 2007 at a reduced level. This project was granted a no cost extension from September 30, 2005 until December 31, 2006. There will be a presentation at the NSA 2008 annual conference. IACP manager is Heather Ruzbasan Cottter, Project Director is Fred Wilson, and NSA's Sheriff Representative is Sheriff Paul Fitzgerald.

Jail-Based Information Gathering. COPS

Office, originally awarded September 2004 for \$170,000. NSA was awarded this grant as a COPS Director's initiative. Its purpose is to develop a process that jails can use to gather and disseminate information from inmates, staff, and other sources to promote public safety. Upon development, the project was field tested in three locations. Originally scheduled to end September 30, 2005, NSA was granted a no cost extension until December 31, 2005. This was re-funded at the same level from September 1, 2005 through December 31, 2006 and focused on delivering programs to state associations. Preliminary results have been extraordinary with murders, etc. being solved. We presented this at the COPS annual conference in July 2006. NSA has been granted \$142,000 in reprogrammed COPS funds to continue this until January 31, 2008.

Electronic Control Device Study. This is funded by Bureau of Justice Assistance (BJA) for approximately \$35,000 (NSA portion) from September 2006 through July 2007. The survey is finished with more than 85% response and we are waiting on the results (in conjunction with PERF).

We are working on a limited partnership with American University to provide miscellaneous technical assistance to all forms of Law Enforcement. In the last quarter of 2007, funding for NSA will be determined as well as what technical assistance will be needed. One such program is a staffing study of El Paso County, CO Sheriff's Office, which was completed in December 2006.

School Safety and Violence: This was funded as a Presidential Initiative in the last quarter of 2007 (BJA). The scope will be to devise a resource center for schools and law enforcement on school violence issues. Amount \$400,000. This was awarded to run from September 2007 to October 2008.

National Sheriffs' Institute (NSI)

The National Sheriffs' Association (NSA), in conjunction with the National Institute of Corrections

(NIC), boasts one of the nation's most respected training opportunities available for new sheriffs. The NSI was established in response to an expressed need by sheriffs to meet the rapidly changing demands of the office. Twice annually, 30 first-term sheriffs are selected and offered the opportunity to attend the NSI training in Longmont, Colorado. With a maximum of only 60 sheriffs attending, each year the selection is much sought after and the one-week period away from the office is more than compensated by the knowledge and resources gained and the relationships forged.

The April 2007 class had 25 graduates and the September class had 30 graduates. The new curriculum has been converted into a standard NIC format. NIC has relocated their Jails Division to DC and its Training Division to Aurora, CO. NSA has negotiated with NIC to keep the Institute in Longmont, Colorado through an NSA/NIC cooperative agreement.

2008 Classes are scheduled for:

April 13-19, 2008 and September 14-20, 2008

Court Security

The Court Officers and Deputies Association (CODA, formerly IACOS) was a non-profit organization established as an affiliate of the National Sheriffs' Association to promote the general welfare of its members by providing quality educational materials and nationwide training programs. However, the CODA Board recently asked to formally merge its operations into NSA, with members becoming NSA members so that greater continuity and branding can occur. That transition is now underway. NSA, along with the National Center for State Courts, continues to participate in BJA sponsored forums assessing many court security issues. NSA continues to offer court security training and assessments.

Some projects that NSA has developed include:

- Enhanced professionalism of court security personnel
- National security standards for state and local courts
- Standards in training and education



Jail Operations

The primary responsibilities of the NSA Jail Operations Section include management of correspondence and on-line courses for first/second-line supervisors and jail officers; respond to technical assistance requests by correctional facilities; and distribution and invoicing for publications and training aids offered by the section.

Jail Officers' Training Program and First/Second-Line Supervisors' Correspondence Training Program

NSA has been providing these courses since 1978 and they continue to grow in popularity as public safety and law enforcement agencies seek to provide on-going training opportunities to their staffs. NSA's affordable correspondence programs are ideal for agencies with budget and travel restrictions. The First/Second Line Supervisors' Program can also be used as a promotional tool. Several states use this program for administering its Sergeant's examinations. Both programs have undergone substantial rewrites and updating and are also available on-line.

Future Projects and Training

During 2008, we plan to offer education and training in the following areas:

- Court Security Audits
- Court Security Training On-Site and On-Line
- Dealing With The Mentally Ill and their Families
- Risk Management
- Strategic Planning And Organizational Change
- Information Technology
- Management Audits
- Investigations
- Leadership
- Jail Issues
- Public Safety Training Series (Monthly "subscription" series on CD)

We have created a cooperative program with the Southern Policing Institute for command staff. This program had its first graduates this April. The course focuses on management and leadership education. Credit for this course is POST approved. A similar undertaking is underway with Columbia Southern University which will soon offer an accredited court security program certificate and criminal justice and other on-line degree programs.

Jail Operations Report 1/1/07-11/16/07

Jail Officers Training Program	466
Jail Officers Re-Test Exams.....	5
1st/2nd Line Jail Supervisor's Program	153
Total Products Sold:	624

Jail Officer Program 1/1/07-11-16-07

136 currently enrolled in program
233 completed program

Jail Supervisors Program 1/1/07-11/16/07

30 currently enrolled in program
56 completed program

Web-Based Training Program 1/1/07-11/16/07

42 enrolled in online program



Insurance

The National Sheriffs' Association has sponsored and endorsed a Law Enforcement Liability Insurance Program for well over forty years.

The Insurance Section operates under National Service Associates, Inc., - a for-profit, wholly owned affiliate of the National Sheriffs' Association. Its primary responsibility is to provide administrative services to the CNA Municipal Insurance Program. National Service Associates is a licensed agency with its own budget, accounting, and bank accounts. It operates from the commission it receives from the insurance program.

CNA is one of the nation's largest property and casualty insurers and an industry leader in a variety of markets. CNA has an in-depth understanding of law enforcement and has created coverages and services exclusively for law enforcement. The CNA Municipal Insurance Program is available to public entities, such as counties, townships, cities, boroughs, and correctional facilities. The program

underwriting and claims are handled by the JWF Specialty Company, Inc., of Indianapolis, Indiana, which serves as the CNA insurance administrator. Specialized coverage, such as public officials' liability and employment practices liability, are available, with general and automobile liability available in limited areas.

Other Program Benefits Include

NSA Membership. Employees of agencies insured under the Law Enforcement Liability Coverage plan are automatically enrolled as members of the National Sheriffs' Association and receive free Accidental Death & Dismemberment insurance, a subscription to *Sheriff* magazine, discounts on conference registrations and publications, professional development/educational opportunities, and technical assistance.

Accidental Death & Dismemberment Insurance. Sheriffs and police chiefs are provided with a \$25,000 Accidental Death benefit. A \$3,000 benefit is provided to all other department/agency officers and employees.

Other responsibilities of the insurance section include the administration and maintenance of the corporate insurance of the National Sheriffs' Association as well as the NSA Employee Benefits. All Accidental Death & Dismemberment claims are handled by the insurance division as well as record maintenance and beneficiary information of members generated through the CNA Municipal Insurance Program.

Conferences and Meetings

2007 Annual Conference

The NSA 2007 Annual Conference & Exhibition was held in Salt Lake City, Utah at The Salt Palace Convention Center from June 23 - 27. Host Sheriff Jim Winder, the Salt Lake County Sheriff's Office, the sheriffs of Utah and the National Sheriffs' Association welcomed more than 4000 attendees and exhibitors to this event.

Attendees were treated to an exhibit hall filled to capacity with almost 400 exhibitors; more than 40 workshops, seminars, training sessions; and numerous networking opportunities. Cutting-edge seminar and workshop topics included:

- Use of Force in Jails
- Safely Transporting High Threat Prisoners
- RLUIPA: Religion in Today's Jails
- Securing Your Judges 365 Days a Year and Raising Their Security Awareness
- Managing the High Profile Trial
- Wrongful Death: Preparing for Law Suits After an Officer-Involved Fatality
- "Reach for your Dreams": An Innovative, Cost-Effective, High Impact, PROVEN Anti-Drug Program
- Suicide Intervention
- Ten Minutes or Less is Speaking Success!
- Kansas Sheriffs Dramatically Reduce Inmate Medical Costs
- Improve the Overall Image of Your Agency
- The Cost of Crime: Dealing with Illegal Immigration
- Prescription Drug Abuse Investigation and Prevention
- The Prison Rape Elimination Act (PREA) Will Affect You Sooner Than You Think
- Sheriff-to-Sheriff: What You Need to Know about Technology and How to Get Assistance
- Sheriffs Teaching Our Parents to Promote Educated Drivers (STOPPED) Program
- Workforce: Shocking! Coping in Today's Job Market

- Clandestine Methamphetamine Labs: Challenges Facing Sheriffs
- Sudden In-Custody Deaths: What Can Be Done to Avoid Them?
- Targeting "MySpace" Bandits
- Crisis Leadership: Protecting Your Greatest Resource
- Dirty Bombs and First Responder Considerations
- The War on Methamphetamine Labs: The Results so Far
- Technology Every Sheriff Must Know to Ensure Your Office's Success
- Preventing Corruption & Building Public Trust Within Your Sheriff's Office
- Tracing, Seizing & Forfeiting Assets Involved in Money Laundering
- Jails as Mental Institutions: Factors in Replacing Public Mental Health
- What Law Enforcement Needs to Know About Body Armor
- The Traumas of Law Enforcement Death
- Polish the Tarnished Badge: Build a Culture of Character
- Preparing a State for Disasters: The Ohio Experience
- Protective Investigations: A Behavior-Based Approach to Investigating Threats and Inappropriate Communications Directed at the Judiciary
- So You Have to do an Interview: A Systematic Approach for Getting Your Message Accurately Reported
- Illegal Animal Fighting
- Active Shooter Incidents
- Leadership for the Next Millennium
- And more.

Nationally recognized general session speakers included James Bradley (acclaimed author of *New York Times* Best Seller "Flags of our Fathers" and "Fly-

boys"; FEMA Director, David Paulison; U.S. Marshals Director, John Clark, and Bureau of Prisons Director, Harley Lappin. In addition, a special session for sheriffs only was held with U.S. Attorney General, Alberto Gonzales.

The NSA 2008 Annual Conference & Exhibition will be held June 28 – July 2 at the Indianapolis Convention Center, in Indianapolis, Indiana. The Marion County Sheriff's Office, and the sheriffs of Indiana will host this convention. Seminar and workshop topics will include issues in law enforcement, court services, corrections, and other important criminal justice issues.

Future Annual Conferences

Ft. Lauderdale, FL June 20 – June 24, 2009
 Anaheim, CA June 26 – June 30, 2010
 St. Louis, MO June 18 – June 22, 2011
 Nashville, TN June 23 – June 27, 2012
 (Opryland)
 Charlotte, NC June 17 – June 20, 2013

Winter Conferences

The annual NSA Winter Conference offers members the opportunity to attend committee meetings and network with colleagues, as well as an annual congressional reception and meet congressional leaders on Capitol Hill (when the conference is held in the Nation's Capital). In addition, a number of training seminars are also on the schedule.

The 2007 Winter Conference was held January 31 – February 4, at the J.W. Marriott Hotel, in Washington, DC. Plenary Session speakers for this conference included The Honorable W. Ralph Basham, Commissioner, U.S. Customs and Border Protection and The Honorable R. David Paulison, Undersecretary for Federal Emergency Management and Director of FEMA.

The 2008 Winter Conference is planned for January 16-19 at J.W. Marriott Hotel in New Orleans, Louisiana. Speakers will include Dr. Jack Enter, "Survival Skills" speaker and Bobby Smith, Louisiana Trooper who speaks on life choices.



Exhibitions and Corporate Relations

The Exhibitions and Corporate Relations section works to increase the interest and participation in NSA of companies and organizations that supply and support our nation's law enforcement, corrections, and criminal justice community.

This division is responsible for promoting the National Sheriffs' Association in the exhibit hall of NSA's Annual Conference & Exhibition, soliciting and selling advertising in *Sheriff* magazine, the *Annual Sheriffs' Directory* and the *Official Conference Program*, increasing participation in the Corporate Membership Program, and the development and sale of sponsorship opportunities at the annual and winter conferences.

Membership

NSA continues to strengthen and expand its role of promoting, protecting, and informing the office of sheriff and support staff, as it builds bridges to law enforcement organizations and educates like-minded citizens about the office of sheriff. Acting on requests expressed by NSA members in surveys, the association has implemented several new types of training and has begun to implement changes to existing products. NSA has played visible roles in crime prevention and terrorism awareness at the community level and in protecting the elderly from crime.

The Membership Section has worked excessively this year to provide new benefits and to develop a more structured computer system to offer a better quality of service to the members. Membership continues to offer a wide range of insurance programs—including free accident insurance, as well as discounts on home and automobile insurance for its members. NSA continues to provide its membership with first-rate professional development opportunities and

Annual Conference & Exhibition

The conference attracted close to 400 exhibiting companies to the Salt Palace Convention Center in Salt Lake City, Utah. The exhibit hall featured products and services to increase safety and efficiency of law enforcement. Attendees were given the opportunity to visit with companies and organizations offering everything from jail and commissary services to computer software, weapons, and vehicles. NSA also held a Silent Auction to benefit the Sheriffs' Relief Fund.

Advertising

Sheriff magazine continues to be recognized as an outstanding publication and venue for companies to reach the nation's sheriffs. The only publication dedicated com-

pletely to the office of sheriff, the magazine is seen as a valuable resource in reaching an important segment of the law enforcement community. Advertisers not only promote their products and services, they also support NSA and our nation's law enforcement personnel.

Corporate Membership

A unique opportunity offered to companies who provide products and services to our nation's sheriffs. This is an elite group of organizations that choose to contribute to the success of law enforcement by joining together with NSA in a program designed to give companies the opportunity to support law enforcement at an exclusive level. There are currently 98 companies in the Corporate Member program.

publications, such as *Sheriff* magazine. Additional benefits are offered to members such as; discounts on hotel rentals, car rentals, computer products and registration for the NSA Annual Conference & Exhibition.

Membership rounded out the year with 20,025 members. NSA also is pleased to announce that 80 percent of the nation's sheriffs (2,489 out of 3,084) are members of the association—which solidifies the on-going support by the sheriffs for their professional association. NSA still continues to work closely with states in which 100 percent of the state's sheriffs are NSA members. In so doing, 30 states have retained 100 percent membership in 2007. NSA hopes to extend membership to all sheriffs and states in an effort to achieve 100-percent status, making for a unified front and a louder voice for every state. Our goal as the leading association for law enforcement professionals is to continue working to provide outstanding benefits and immeasurable service to our members.

NSA Membership Categories	# of Members*	% of Membership
Non-Insured Group Members (non-sheriff)	2,692	13.44%
Non-Insured Sheriff Group Members	1,436	7.17%
Insured Group Members (non-sheriff)	10,250	51.18%
Insured Group Sheriffs	48	0.50%
Individual Sheriffs** (no group affiliation)	1,003	5.00%
Individual General Members (non-sheriff)	4,498	22.47%
Corporate Members	98	0.50%
TOTAL MEMBERSHIP	20,025	100%

* Includes paid dues as of 10/31/07.

** Includes both paid and complimentary memberships.

Publications

The Publications Section is responsible for production of our bimonthly magazine, *Sheriff*, the *Annual Sheriffs' Directory*, the NSA Annual Report, and a number of recurring publications, brochures, and other printed materials. The Publications Section is also responsible for the NSA website, www.sheriffs.org.

Sheriff Magazine

Sheriff magazine continues to demonstrate that it is timely and relevant and on top of the best practices and current trends in criminal justice. As we attempt to track current news events and law enforcement concerns, the magazine has focused on “hot” topics such as: Immigration, School Safety, Ethics, Interoperability and Crime Prevention.

January-February 2007 focused on health issues affecting Sheriffs. The articles covered Mental Health Policies in Corrections Community; Legal Implications for Deaf and Hard of Hearing Offenders in Corrections; Creation of a National Dental Image Repository; National Initiative on SIDS; Domestic Violence Prevention in Washington DC; Tactical Medical Team with the Sheriff's Office; The Ultimate First Responders: Union County Deputies; and our continuing series on Jail Staffing Analysis and Methamphetamine Abuse.

March-April 2007 focused on Illegal Immigration. The articles covered What the Section 287 (g) Program Can Do for Your Community; Illegal Immigration and First Responders; Immigration Reform in Congress; the 2007 Winter Conference Recap and New NSA Board of Directors; The New FEMA – Working with Our Partners in Law Enforcement; U.S. Marshals Service Locating and Apprehending Non-compliant Sex Offenders; NLEOMF – Plans for Museum Unveiled; and our continuing series on Jail Staffing Analysis.

May June 2007 focused on Interoperability. The articles covered A National Public Safety Wireless Broadband Network; Interoperability: A 21st Cen-

tury Name for an Evolving Requirement; Planning for and Executing an Interoperable Communications Exercise; Disaster Preparation: Interoperability, Communications, Water, Food & Fuel; Interoperability Radio System Permits Responders to Communicate in Emergencies; and our continuing series on Jail Staffing Analysis.

July August 2007 featured our new President, Sheriff Craig Webre, Lafourche Parish, Louisiana and a Recap of the annual conference in Salt Lake City, Utah. The recap included our new board of directors; the award winners for Sheriff of the Year and other categories; an interview with Senator Joseph Biden; Internet Crimes Against Children; How Meth Took Hold on an Indian Reservation; and our continuing series on Jail Staffing Analysis and Meth Abuse.

September October 2007 focused on Preparedness and Crime Prevention. Our top story in this issue was a special report on School Violence whose timely publication date coincided with the Virginia Tech Review Panel Findings. *Sheriff* magazine interviewed several of the sheriffs who were impacted directly with school violence in recent years. Our Crime Prevention section was put together with contributions on Community Preparedness; Bullying; Identity Crime Strategies; Neighborhood Watch; Terrorism Awareness and Prevention; Community Justice Programs; and much more. Our continuing series on Jail Staffing Analysis finished out the issue.

November December 2007 revisited Interoperability and touched on Homeland Security. NSA staff conducted a survey of sheriffs to determine what, if any, interoperable communications plans their offices have. The results are in the magazine. Our top story was a case study of how Orange County, California's model of communications interoperability is working. The homeland security section covered how to plan for continuity of operations; homeland security literacy; jail perimeter security; and an interview with Director John Clark, U.S. Marshals Service. *Sheriff* magazine interviewed the sheriff who handled the

Trolley Square shooting in Salt Lake City and got first-hand how the active shooter scenario played out well. The issue was rounded out with information on both the Winter Conference coming up in New Orleans and the Annual Conference in Indianapolis; a story from DuPage County and their use of an automated system for service of protective orders; and finally, our series on Jail Staffing Analysis.

In addition, *Sheriff* magazine continues to provide excellent coverage for many of NSA's divisions, including Government Affairs, Jail Operations, Traffic Safety, Neighborhood Watch, Triad, and Training.

WWW.SHERIFFS.ORG

NSA has unveiled its new web site! The new site offers our Sheriff Members the ability to login to the secure “Members Only” area to access a discussion board or other members' only pages available through our system.

The discussion board module enables sheriff members to exchange ideas, questions, answers and other general thoughts and concerns with other Sheriffs across the Nation. In addition to these features, the new website offers current news, press releases, conference agendas — all in a more professional, easy to use format. NSA wants to be the place where our members go to get all their law enforcement news and everything they need to know about NSA.

2007 Annual Sheriffs' Directory

The 2007 Directory was produced on CD only this year. It included the most current contact information for the nation's sheriffs, listed by state and alphabetically by sheriff's name. The directory is an invaluable resource for all sheriff's offices.

The Publications Division provides support for a number of other printed projects that are generated by the different divisions at NSA.



Victim Services

The National Sheriffs' Association pursues grants from the federal government for trainings, publications, videos, and other professional development and technical assistance programs for sheriffs and others in the criminal justice and public safety fields.

Victim Services in Rural Law Enforcement

NSA continued the third phase of this multi-year, three-phase project, funded by the Office for Victims of Crime, U.S. Department of Justice, to integrate a victim-assistance component into the services of rural law enforcement agencies. The aim of this project is to ensure that victims of crime in rural areas receive needed services and interventions. To creatively and economically meet the challenges of serving these victims, law enforcement agencies need help identifying resources and promising practices. Through this grant, NSA is providing funding and technical assistance to 10 demonstration sites around the country. The Office for Victims of Crime will publish a report

on the demonstration sites, explaining their efforts to improve the delivery of victim services and highlighting the promising practices that came to light during the project.

First Response to Victims of Crime: A Guidebook for Law Enforcement

With funding from the Office for Victims of Crime, NSA is developing a guidebook to provide front-line officers with best practices for responding to specific types of victims and specific types of criminal victimizations. Due out in 2008, the guidebook will include tips on responding to the elderly, children, immigrants, people with disabilities, and survivors of homicide victims. Also provided will be guidance on responding to victims of domestic violence, sexual assault, alcohol-related driving crashes, trafficking in persons, and mass casualty crimes.

First Response to Victims of Crime Video

NSA, with funding from the Office for Victims of Crime, is producing a roll-call video, due out in 2008, to accompany the guidebook "First Response to Victims of Crime."

Policing in Immigrant Communities

Funded by a grant from the Office of Community Oriented Policing Services, U.S. Department of Justice, this project is a 2007-2008 Presidential Initiative of NSA President, Sheriff Craig Webre. Recognizing that local law enforcement is often hampered in preventing crimes against immigrants; in investigating crimes by or against immigrants; and in assisting immigrant crime victims because of a divide that sometimes exists in communities between law enforcement and the immigrant population(s), this project will convene a national *Roundtable* in early 2008 of immigrant advocate leaders and leaders in law enforcement to draft a *Plan of Action* for bridging this divide.

Domestic Violence Programs

Violence Against Women Grants

In 2006, NSA entered into a new cooperative agreement with the Office on Violence Against Women (OVW), U.S. Department of Justice to provide training to rural law enforcement and criminal justice personnel, titled *Domestic Violence Training for Rural Law Enforcement and for Rural Communications Professionals*. This agreement continues the delivery of the *Rural Law Enforcement Training: Domestic Violence Intervention and Investigation* and the *Domestic Violence Training for Rural Communications Professionals (Dispatchers/ Call Takers)* as well as adds a component for NSA to develop a management law enforcement domestic violence policy program.

The primary focuses of the rural domestic violence trainings are: officer and victim safety; offender accountability; increased effectiveness of investigation, intervention and reporting of domestic violence crimes; evidence-based prosecution; and increased communication and partnership between law enforcement, community members, advocacy agencies, and prosecutors. To date, NSA has held approximately 85 trainings nationwide and approximately 4,000 individuals have successfully completed the trainings.

In August 2005, NSA entered into a three-year cooperative agreement with OVW for the *Train the Trainer Curricula to Stop Violence Against Older Indi-*

viduals. NSA developed a two-day elder abuse training for law enforcement to be incorporated into a four-and-a-half-day train-the-trainer. The main goal of the training is to provide law enforcement with information and strategies to more effectively recognize and investigate elder abuse cases.

Finally, in January 2005, the Port Gamble S'Klallam Tribe (PGST), partnered with NSA, received an award from OVW for the *Violence Against Indian Women* grant. NSA provides technical assistance and training information to PGST.



Triad Programs

National Association of Triads, Incorporated, is an exclusive product of the National Sheriffs' Association. Triad is currently in its' twentieth year in assisting law enforcement to keep seniors safe in their communities by utilizing senior volunteers and those within the private sector who have a vested interest in seniors. The National Association of Triads, Inc.,

offers a manual on starting and maintaining a Triad, a website that includes current senior safety related articles, a vast number of resources and contacts for every aspect of senior safety, as well as a number of programs to implement at the local level. Currently, through a grant with the Department of Justice, Community Oriented Policing Services, NATI is

running a pilot program on preparing communities for disasters, utilizing senior volunteers. Called STAR (Safety Training And Resources), the program has been piloted in ten states.



Code Of Ethics Of The Office Of Sheriff

As a constitutionally/statutorily elected sheriff, I recognize and accept that I am given a special trust and confidence by the citizens and employees whom I have been elected to serve, represent, and manage. This trust and confidence is my bond to ensure that I shall behave and act according to the highest personal and professional standards. In furtherance of this pledge, I will abide by the following Code of Ethics.

I shall ensure that I and my employees, in the performance of our duties, will enforce and administer the law according to the standards of the U.S. Constitution and applicable state constitutions and statutes so that equal protection of the law is guaranteed to everyone. To that end I shall not permit personal opinion, party affiliations, or consideration of the status of others to alter or lessen this standard of treatment of others.

I shall establish, promulgate, and enforce a set of standards of behavior of my employees which will govern the overall management and operation of

the law enforcement functions, court related activities, and corrections operations of my agency.

I shall not tolerate nor condone brutal or inhumane treatment of others by my employees nor shall I permit or condone inhumane or brutal treatment of inmates in my care and custody.

I strictly adhere to standards of fairness and integrity in the conduct of campaigns for election and I shall conform to all applicable statutory standards of election financing and reporting so that the Office of Sheriff is not harmed by the actions of myself or others.

I shall routinely conduct or have conducted an internal and external audit of the public funds entrusted to my care and publish this information so that citizens can be informed about my stewardship of these funds.

I shall follow the accepted principles of efficient and effective administration and management as

the principle criteria for my judgments and decisions in the allocation of resources and services in law enforcement, court related, and corrections functions of my office.

I shall hire and promote only those employees or others who are the very best candidates for a position

according to accepted standards of objectivity and merit. I shall not permit other factors to influence hiring or promotion practice.

I shall ensure that all employees are granted and receive relevant training supervision in the performance of their duties so that competent and excellent service is provided by the Office of Sheriff.

I shall ensure that during my tenure as sheriff, I shall not use the Office of Sheriff for private gain.

I accept and adhere to this code of ethics. In so doing, I also accept responsibility for encouraging others in my profession to abide by this Code.



Traffic Safety Programs

NSA's traffic safety purpose is to meet with NHTSA staff to develop traffic safety plans that target NHTSA's national highway safety priority issues, to include: 1) initiate special studies under the plan and to produce draft resolutions; and 2) develop guidelines and programs for law enforcement agencies. The purpose of this is to gain appropriate feedback from NSA membership and to improve the effectiveness and efficiency of the traffic safety program. NSA distributes and promotes materials and provides recommended procedures for implementation among its membership.

NSA also promotes NHTSA traffic safety campaigns. NSA and NHTSA sponsor technology and training seminars to familiarize state, county, tribal and local highway safety and law enforcement

officials with current countermeasures related to alcohol and other drugs; occupant protection; speed and aggressive driving; motor vehicle and driver control issues; dangerous driving behaviors; and other traffic safety issues.

Additionally, NSA has just completed the Phase I of the High Visibility Traffic Enforcement Support grant. NSA's purpose on this grant has been to work closely with NHTSA staff, NHTSA regional staff, Governor's Highway Safety Representatives and individual state sheriffs' associations to identify the level of law enforcement support in the United States. NHTSA promotes the need for local sheriff's agencies and deputies to participate in the crack-down enforcement periods and has solicited NSA's assistance in promoting an identified level of support

from sheriffs' associations in the United States. Phase II of this grant will commence soon.

Finally, with a partnership with 911 Cell Phone Bank, NSA has been able to offer free PSA's on NHTSA specific driving topics to sheriffs attending the NSA Annual Conference. And by working with the Monmouth County New Jersey Sheriff's Office and Sheriff Joe Oxley and his staff, NSA has prepared a senior driver safety training program free to sheriff's offices and community programs through a download from the traffic safety web page on www.sheriffs.org.



USAonWatch - National Neighborhood Watch Program

In 2007, the USAonWatch-National Neighborhood Watch Program has worked to enhance, expand, and revitalize watch programs throughout the country. NSA continues to promote UOW as the face of the National Neighborhood Watch Program and expand the program beyond crime prevention. USAonWatch is regularly identified by government agencies, law enforcement, and citizens as a primary source of information, training, technical support and resources about Neighborhood Watch.

NSA was excited to continue the NW training program, which has worked to strengthen law enforcement's capacity to manage and maintain active, productive and supportive watch groups. A total of 34 trainings have been held, which were attended by over 1100 people representing over 750 agencies. Training was held in California, Texas, Florida, New Jersey, Virginia, Minnesota, Maine, and many addi-

tional states. The association in partnership with the Bureau of Justice Assistance will conduct 10 trainings throughout the country in 2008.

The key component of the Neighborhood Watch training is the toolkit, which contains resources for officers, such as modules on volunteer management and templates for conducting meetings. Along with a module on Terrorism Awareness an additional module on the Pandemic Flu was created to provide resources should an outbreak occur. The association has distributed almost 1,800 toolkits to law enforcement agencies and citizen organizers. NSA anticipates distributing the same amount or more in the coming year.

The USAonWatch website had another successful year of registering watch groups. The database grew to almost 18,000 watch groups representing over 3,500 law enforcement agencies. The project distrib-

uted over 10,000 brochures and Action Packs. NSA continues to provide an electronic newsletter to over 9,400 people on issues important to watch programs. New products were added to the NSA Neighborhood Watch Order Card.

At the NSA Annual Conference in June, the association in partnership with the Bureau of Justice Assistance awarded the Forth Excellence in Neighborhood Watch Awards. The recipients' efforts are extraordinary and highlight the success a Neighborhood Watch Program can have at both the law enforcement and community level. Information about the award categories, their criteria and the qualifications for nomination are available at USAonWatch.org.

Homeland Security Initiatives

Grant funding originates through FEMA from the U.S. Department of Homeland Security (DHS)/ Office of Training and Exercise Integration (previously Grants & Training). The current grant has been approved for the period (inclusive) October 1, 2007 through September 30, 2008. The grant amount approved on September 30, 2007 was \$2.9 million.

At present, funds also remain from the previous grant. A no-cost extension for these funds will expire on January 31, 2008. This project consists of four separate training programs:

1. Managing the Incident, a Leadership Guide to WMD Events

Managing the Incident – A Leadership Guide to WMD Events is certified by the DHS, and is identified by the designation AWR 184. The course prepares Sheriffs and their executive staff to plan, equip, and train their agencies to respond more effectively to a terrorist incident or all-hazard event. Presentations include:

- Updates on the latest WMD information, terrorism, and threats.
- Roles and responsibilities, local, state, Federal
- Dealing with media, and the role of the Public Information Officer
- Intelligence gathering & information sharing
- National Incident Management System (NIMS)

The revised program features scenario that requires participants to respond at different points throughout the course. This exercise involves terrorism/WMD, an attack on a school, and a pandemic influenza element. It can be adapted for audiences who are in the initial stages of preparing a response plan, or for audiences who wish to put their existing plan to the test.

Law enforcement participants are encouraged to invite their response partners (e.g. Fire, medical etc.). This ensures that a more comprehensive and meaningful dialogue and experience occurs.

Under Sheriff Kennard's leadership, NSA recently signed an agreement with Towson University to pre-

pare this program for online delivery. Work on the project will commence in early December 2007. Online delivery is scheduled to begin in early 2008.

2. Jail Evacuation Planning and Implementation

This program is certified by the DHS, and is identified by the designation AWR 183. Jail Evacuation and Implementation addresses the needs of small, medium, and large jails in rural and urban jurisdictions, preparing them to evacuate their facility in the event of an emergency. The course includes:

- Updates on the latest WMD information, terrorism, and threats.
- Facility assessment, and prioritization of tasks for a successful jail evacuation.
- Developing a Jail Evacuation Plan.
- How to use exercises to test and improve the plan.
- Contingencies and post-event actions.

3. First Responder Training

The *First Responder Training* program has completed all Training and Exercise Integration certification requirements except for the final review, which has been scheduled for December 2007. During the course of the revision and review process, the course was reduced from a five-day residential program, to a three-day residential program. Following a pilot, Training and Exercise Integration observers recommended that the program be expanded to a four-day residential program.

The course is structured to provide training for first responders, focusing on the actions and decisions that need to be taken in the first fifteen to thirty minutes of an event. Course content includes:

- Site Assessment and Vulnerability
- CBRNE (Chemical, Biological, Radiological, Nuclear & Explosive weapons/agents)
- Command and Control
- Bomb Threats and Detonations
- Crowd Control and Evacuation

4. Community Partnerships

Training and Exercise Integration recently advised that preparation of the *Community Partnerships* program for certification could begin before final certification of the First Responder program. At the time of writing, one pilot of the program has been delivered, and subsequent revisions are underway in preparation for a second pilot. It is anticipated that the program will undergo final certifications requirements early in 2008, after which delivery across the nation will proceed.

This program targets the community as a whole, bringing together responders, the business community, and citizens from all walks of life. Course material and activities encourage the forging of partnerships between all sectors of the community. Also introduced are the many resources available to individuals and communities wishing to enhance their ability to prevent, plan a response to, and recover from, a terrorist event (e.g. Citizen Corps, Community Emergency Response Teams [CERT] training, etc.). *Community Partnerships* is founded upon the premise that when a major event occurs, citizens may be required to fend for themselves for a period of time before help arrives. Presentations include:

- Awareness
- Preparation
- Prevention
- Response
- Recover
- Desktop Exercise
- Continuing the Partnership Building Process

Future Outlook

Additional funding for the proposed *Emergency Responders and the Deaf & Hard of Hearing Community – Taking the First Steps Towards Disaster Preparedness* program's delivery in 2008 was not allocated as expected, and the project therefore could not proceed.

Although solicitation for the next grant period has yet to be released, NSA expects to receive continuation funding.

Executive Office



Aaron D. Kennard
Executive Director
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Aaron D. Kennard joined the NSA as Executive Director in January of 2007. Voters first elected him Sheriff of Salt Lake City, Utah, in 1990 after he had served 20 years with the Salt Lake City Police Department. In 2004, he was elected President of the NSA. He also has held key leadership positions with the Utah Sheriff's Association, Utah State Peace Officer Standards and Training Council, the Salt Lake Area Gang Project, and the National Association of Counties (NACo). Sheriff Kennard holds a Master's degree in Public Administration, and graduated from the FBI National Executive Institute.



John Thompson
Deputy Executive Director
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John Thompson joined NSA in 2002. He assists the executive director and is responsible for all facets of NSA operations. He has 33 years of law enforcement experience, serving as a municipal police chief for 13 years and recently retiring as the chief assistant sheriff of Prince George's County, MD. He has a degree in criminal justice and is a graduate of the School of Police Staff and Command at Northwestern University and a graduate of the FBI Law Enforcement Executive Development School.



Dianna Dix
Executive Assistant to the Executive Director
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Dianna Dix assists the executive director and serves as liaison between NSA's executive office and the Executive Committee/Board of Directors, other agencies and associations, and NSA staff. She joined NSA in 2002 after retiring from the Arlington County, VA, Sheriff's Office with more than 17 years of service.



Miriam Kendall
Executive Secretary
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Miriam Kendall provides administrative support services to the executive director and deputy executive director. She assists in all duties of NSA's executive office. Miriam joined NSA in 1994.



Yuliya Foard
Administrative Assistant
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Yuliya Foard has a background in finance and marketing. She attended Fayetteville College in Fayette, NC, and the Far-Eastern Institute of Management, Business & Law in Khabarovsk, Russia. Her major was Finance and Economics with a minor in Information Science and Computer Technology. She is fluent in Russian. She also has a familiarity with Korean.



Richard Weintraub, Esq.
General Counsel
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Richard Weintraub specializes in nonprofit organizations and employee benefit law. He holds a juris doctorate from the Maryland School of Law and a Master's in taxation from the Georgetown University Law Center. Before entering private practice, he worked in the Internal Revenue Service's employee benefits and exempt organizations division. He has written and lectured locally and nationally. He became NSA's general counsel in 1991.

Finance



Darlene Hicks
Director of Finance
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Darlene Hicks oversees all aspects of NSA's finances, including the compilation of the section budgets, procurement, expenditure and inventory control, and fiscal accounting. She is responsible for all accounts payable and receivable. She joined NSA in 1980.



Jenny Williamson
Accounting Assistant
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Jenny Williamson provides clerical and administrative support to the finance director. She maintains section files and records, reviews and processes invoices and payroll, prepares deposits and provides notary services. She joined NSA in 1997.

Government Affairs



Ann Yom
Director of Government Affairs
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Ann Yom served as the Government Affairs Counsel at the National Criminal Justice Association where she was the primary liaison to Congress on criminal justice, homeland security, and appropriations issues. In addition to being a senior aide on Capitol Hill to U.S. Senator Christopher J. Dodd, she has experience working on a number of political campaigns where she directed opposition research and implemented media and communications strategies. She also served as the Legislative Counsel for People For the American Way, where she lobbied on legislative issues relating to hate crimes, racial profiling, voting rights, judicial nominations and the First Amendment. Ann holds a JD from Washburn University School of Law and a BA from the University of Iowa. Ann joined NSA in June of 2006.



Stephanie Garlock
Legislative Assistant
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Stephanie Garlock, is a 2004 graduate of Bowling Green State University, with a Bachelor of Science Degree in Criminal Justice, Cum Laude. From February 2006 until August 2007, she worked for Republican Congressman Ted Poe (R-TX), as a legislative assistant handling crime victims' and judiciary issues, as well as speechwriting. Stephanie is currently pursuing a Masters Degree in Criminal Justice from the George Washington University, and is expected to graduate in December 2008.

Operations & Support Division Training and Jail Operations



Fred G. Wilson
**Director of Training,
CODA Director, NSI Director**
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Fred G. Wilson is responsible for carrying out CODA training programs and the planning and delivery of all NSA training on a national basis. He supervises management studies and CODA Annual Conference and Symposium, and completes grant projects in court security and transportation of prisoners. He also serves as the director of the Executive Development Program, National Sheriffs Institute. He manages NSA's relationship with the Pegasus Initiative, LEITSC, Operating with Limited Resources (Post 911), and Jail-Based Intelligence Gathering and Child Exploitation grants. He has a BA and MA in Criminal Justice and two years of PhD. coursework, as well as diverse law enforcement and university-based training experience in court security, criminal law, investigations, special operations, and development of policy and procedures. He is a certified criminal justice trainer. He is staff liaison to several NSA standing committees.



Aimee Welch
Jail Operations Coordinator
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Aimee Welch joined NSA as the Jail Operations Coordinator in January 2006. She is responsible for the Jail Officers and 1st/2nd Line Supervisor Correspondence Training Programs. She is a 2004 graduate of St. John's University and holds a bachelor's degree in Government and Politics. Before joining the NSA, Aimee was an assistant to a lawyer who specialized in Family and Real Estate Law in New York.



Hilary Burgess
**Training Coordinator and
CODA Associate Director**
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Hilary Burgess joined NSA in January 2005 as the Marketing & Training Coordinator. A California native, Hilary graduated from Westmont College with a BA in Communication Studies. She oversees the NSA Scholarship Program and is responsible for Court Security Services, including coordinating Court Security Trainings and Assessments. She also assists with the National Sheriffs' Institute and with organizing NSA Annual and Winter Conference seminars.



Donna Conner
Receptionist / NW Orders
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Donna Conner serves as front desk receptionist and operator at NSA headquarters. She also is responsible for merchandise sales of the NW program. She joined NSA in March of 1997. Donna worked in the Triad and training departments.

Insurance



Barbara S. Dossey
Manager of Insurance
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Barbara S. Dossey, Manager of Insurance, a licensed agent, is responsible for the management and maintenance of the National Sheriffs' Association's Liability Insurance Program and the membership it generates. In addition, she coordinates the renewal of the association's corporate insurance and serves as the employee benefits administrator. She joined the association in 1973.

NSA STAFF

Communications, Events & Membership Division

Conferences and Meetings



Ross Mirmelstein, MA, CMP
Director of Meetings
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Ross Mirmelstein, MA, CMP, is responsible for planning and coordinating all activities related to NSA meetings and training seminars, including the Annual Conference & Exhibition, the Mid-Winter Conference, and the Management Subcommittee. He joined NSA in July of 1989. He is a graduate of East Tennessee State University (B.S.) and John Jay College of Criminal Justice (M.A.). He was re-certified as a Professional Meetings Planner in 2002.



Louise Taylor
Meetings Coordinator
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Louise Taylor joined the Conference and Meetings Section in September 2006. She is a graduate of Fordham University and earned her M.A. in Criminal Justice from John Jay College of Criminal Justice.

Expositions and Corporate Relations



Kimberly Bright, CEM
Director of Expositions & Corporate Relations
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Kimberly Bright, CEM, joined NSA in 1999. She is responsible for cultivating and maintaining relationships with the corporate community as it relates to exhibiting, advertising, sponsorships, and membership. She has a Bachelor's in psychology from Argosy University and is certified in exhibition management with the International Association of Exhibitions and Events.

Membership



Yanecia Green
Director of Membership
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Yanecia Green joined NSA in April 2004 with an extensive background in member service and marketing within the association community. She is responsible for developing new programs and services to better meet the needs of current and prospective members. Yanecia is also responsible for developing new marketing and recruitment strategies to increase association membership, managing daily office needs and overseeing the AD&D insurance program. She holds a B.S. in communications media.



Genese Brown
Program Administrator
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Genese Brown joined the program as its Administrator in August 2006. Ms. Brown's career prior to joining NSA includes exemplary service as Staff Supervisor at a local Maryland facility, and (prior to this) Coordinator with USAID. Ms. Brown's current duties include WMD course support, and ongoing communication with a variety of agencies across the nation.

Melissa Thompson
Membership Assistant

Melissa Thompson helps maintain NSA's extensive database and assists with the daily member services needs. Melissa joined the association in 1991.

Publications



Susan H. Crow
Director of Publications and Editor of Sheriff Magazine
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Susan joined NSA in April of 2006. Prior to joining the NSA, Susan worked as a publications consultant for other associations and non-profits in the Washington DC Metro Area. She has worked in all aspects of the publications field for 25 years. She holds a BA in Journalism with a French minor from San Diego State University.



Meghan Brosch
Publications Coordinator
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Meghan Brosch joined NSA in October 2007. She holds a B.A. in communication from the University at Buffalo and is currently pursuing a Masters degree in publishing at the George Washington University.

Research, Development & Grants Division



Tim Woods
Director of Research, Development & Grants Division
Director of Victim Services
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Tim Woods oversees all grants for NSA. He is also the Project Director on the Victim Services in Rural Law Enforcement grant, the Community Policing in Immigrant Communities grant, and the First Response to Victims of Crime grant. Tim has a Juris Doctorate, a Master of Arts in sociology, and a Master of Laws in international and comparative law.

Domestic Violence Programs



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Director of Domestic Violence Programs
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Christine M. Galbraith is the program director for the National Sheriffs' Association's violence against women grants. Christine directs the logistics of these agreements

and maintains the integrity of the programs. Since joining NSA in May 2002, Christine has contributed to both the domestic violence and WMD training grant programs. She holds a B.A. in English and a dual minor in political science and mass communications with a journalism concentration from James Madison University, Harrisonburg, VA. Christine is a federally-certified Small Town and Rural (STAR) instructor and is a court volunteer for the Montgomery County Crisis Center's Abused Person's Program.



S'Neta Benefield
Program Coordinator
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S'Neta Benefield is the program coordinator for NSA's violence against women grants. She comes to NSA from the AmeriCorps VISTA program where she worked with volunteers, recruitment, data management, and coordinated programming activities. S'Neta also interned with the Virginia Housing Development Authority prior to the VISTA program. She holds a Bachelors of General Studies degree concentrated in Asian Studies, Communication, and Japanese from Ball State University, Muncie, Indiana where she was and remains a member of the National Association of Black Journalists and Zeta Phi Beta Sorority, Inc. S'Neta is a federally-certified Small Town and Rural (STAR) instructor.

Triad Programs



Ed Hutchison
Director of Triad Programs
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Ed Hutchison, Director of Triad/NATI, oversees the direction of the Triad program, development and dissemination of information related to Triad activities and programs. Prior to joining NATI in 2004, Ed served as Membership Director for NSA. He has been with NSA

since June, 1999. He completed his bachelor's of fine arts teaching degree at Murray State University during which time he served with the 8077th MASH Unit of the U.S. Army. He also worked for the private sector for several years at the Pentagon. Ed often serves as the NSA representative to the Board of Directors for the National Law Enforcement Officers Memorial. Currently, he represents NSA on the Names Committee of the NLEOMF, the staff liaison to both the CJIS/Technology Committee, and the Drug Enforcement Committee.



Terri Hicks
Program Coordinator
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Terri Hicks has been with the National Sheriffs' Association for over 34 years. Her current duties include coordinating the National Triad Program, handling NSA's technology issues as IT Coordinator, and assisting Training and Conferences divisions with registration for conferences. She also provides technical support for NSA's database management and phone systems, and serves as the NATI liaison to RMS Communications for the 911 Cell Phone Program.

USAonWatch – Neighborhood Watch



Chris Tutko
Director of Neighborhood Watch – USAonWatch
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Chris Tutko is a retired Chief of Police from Manassas, VA. Since retiring Chris has worked for the Police Foundation, the International Association of Chiefs of Police, National Organization of Black Law Enforcement and NSA. He is responsible for the development and imple-

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mentation of USAonWatch and additional resources for the National Neighborhood Watch Program. He graduated from American University with a degree in Criminal Justice and received an MBA from Strayer University.



Robbi Woodson
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Robbi Woodson joined NSA in March 2004. She currently works on establishing and maintaining resources to assist law enforcement in the development of Neighborhood Watch programs. She graduated from George Mason University, with a major in Government and International Politics. Before working for NSA, she worked for the National Wildlife Federation and the Center for Food Safety and Applied Nutrition under the Food and Drug Administration. Robbi also serves as staff liaison to NSA's Crime Prevention & Private Security Committee.

Homeland Security Initiatives



Greg J. MacDonald
Director of Homeland Security Initiatives
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Greg J. MacDonald formerly served as a consultant to the National Sheriffs' Association, with major contributions in development of the four programs he now oversees. He has a Master's in education from Loyola College, Maryland, and a certificate in Weapons of Mass Destruction from American Military University.



Tom Rhatigan
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Tom Rhatigan has been with NSA since 1999. Tom coordinates the Jail Evacuation training course and is the point of contact for NSA with the Emergency Services Sector Coordinating Council at the Department of Homeland Security. He holds a Master's in Management from Johns Hopkins University. He serves as the staff liaison to the CJIS/Technology committee.



Lynn Topp
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Lynn Topp is the Program Manager for the First Responder Program under the Homeland Security Initiatives for NSA. She has worked for NSA since June of 2003. Lynn has spent 13 years in law enforcement as a 911 dispatcher, communications supervisor, and administrative supervisor. Lynn continues to work closely with the Nation's First Responders and the many issues that follow them.



Mike Brown
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Mike Brown served as a security specialist with the Air Force, last stationed at Andrews AFB (presidential support). He has an Associate's degree in criminal justice from the community college of the Air Force and is

studying for a Bachelor's in public administration. He retired in 2003 from the Cheverly Police Department in Maryland as lead investigator. Before that, he was the department's training and community relations officer.

Traffic Safety Programs



Ed Hutchison
Director of Traffic Safety Programs
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Ed Hutchison, Director of Triad/NATI, and Director of Traffic Safety, oversees the direction of the Triad program, development and dissemination of information related to Triad activities and programs. He also oversees two grants relating to Traffic Safety and High Visibility Enforcement. (See bio on page 19.)



Yuliya Foard
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Yuliya Foard has a background in finance and marketing. She attended Fayetteville College in Fayette, NC, and the Far-Eastern Institute of Management, Business & Law in Khabarovsk, Russia. Her major was Finance and Economics with a minor in Information Science and Computer Technology. She is fluent in Russian. She also has a familiarity with Korean.



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