

NATIONAL SHERIFFS' ASSOCIATION 2011 ANNUAL REPORT



Sheriff Walter O'Neil of Summit County, Ohio was NSA's first president and held the first annual meeting in **1941** in St. Louis, Missouri.



In **2011**, 70 years later, NSA held its 70th annual conference in the same place.

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.

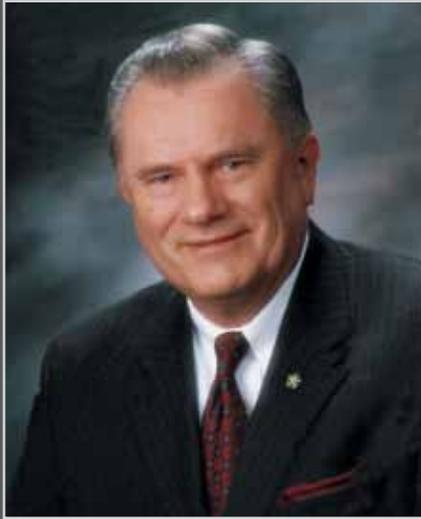
I shall hire and promote only those employees or others who are the very best candidates for a position according to accepted standards of objectivity and merit. I shall not permit other factors to influence hiring or promotion practice.

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.

EXECUTIVE DIRECTOR'S REPORT



This 2011 Annual Report reflects the Fiscal Year, October 1, 2010 to September 30, 2011.

As I projected in last year's report, 2011 was a very difficult year financially for our Association as it was for many associations across the country. The economy did not improve and budget cuts continued to impact Sheriffs' offices nationwide, which in turn impacted NSA. We experienced an unprecedented loss of revenue, mostly from a drastic cut in Federal funding. Revenue was also lost due to low attendance at our annual conference and due to a decrease in membership.

Sound financial practices enabled NSA to minimize its overall losses in this fiscal year. We cut expenditure and simultaneously increased advertising and corporate sponsorship income. As a result of these actions I am happy to report that NSA was able to maintain a full

level of services through our operating cash account and not have to pull from its reserve funds.

The reduction in grant program funding reported above led to a corresponding reduction in NSA's indirect income from these programs. There appears to be no good news on the horizon next year. Instead, the writing on the wall provides us with a clear message: The future of NSA's federal grants income looks bleak. It is likely that next year the federal government will again be forced to decide which programs it will fund and to what extent. We know that the competition is fierce. NSA is not the only association with excellent programs. We will nevertheless continue to do all that we possibly can to ensure that NSA programs are funded again.

This specter of contracting grant income means that as an organization we must move to minimize any erosion of our investments in the coming years. In the past, NSA has depended on federal grant revenue to provide many of the programs, trainings, and services that its members have come to expect. Knowing that the future of grant revenue is uncertain, NSA will continue on its mission to become financially independent:

- Our publication, *Deputy and Court Officer* will reach out to thousands of deputies nationwide as we work to increase our membership, bringing in non-dues revenue.
- Our corporate sales department will further expand NSA's corporate partner program.
- NSA's advertising numbers in our print and online publications will also continue to grow.
- NSA's training division is hard at work creating the new NSA Center for Public Safety which will provide online and live training in Jail Operations, Court Security, Leadership and Homeland Security.
- I have asked NSA staff to continue to look for ways to increase our bottom line, and they have responded with enthusiasm.

I am hopeful that 2012 will see a turnaround in the economy nationwide. Whether or not this occurs, I am anticipating excellent, new programs and services for our members, which will serve to increase our membership and to improve our financial numbers next year and in the years to come.

Aaron D. Kennard
Executive Director

NSA PRESIDENT'S MESSAGE



The financial times we are now in are the most challenging that we as Sheriffs have seen in many years by way of decreased and even lost federal funding of such programs as COPS, Byrne JAG, and a host of others. We continue to see our authority as Sheriff challenged, primarily by those who may feel threatened by the power given us by our constituents who are also their constituents. Talk on the Hill and several newspaper articles gives us hope that the Hatch Act may soon be modified and take the unreasonable restraints away from someone wanting to run for a political office who is also involved in administering a federal grant. A perfect example of well intended legislation that unfortunately has unintentionally prohibited good people from seeking local elected office. Sheriffs across America can be assured that the good fight is being waged and the National Sheriffs' Association is seen as a big stick in this worthy effort.

For the past three years you have heard me speak about the D-Block legislation. And each time I have told you about the progress being made and how close we are to attaining our goal. Again, I want to give a brief update as to where we are now. In early December, I attended the Subcommittee on Communications and Technology markup hearing in the Rayburn Congressional Office Building. There was a discussion of "Jumpstarting Opportunity with Broadband Spectrum (JOBS) Act of 2011." As of this writing, apparently both sides of the aisle have draft legislation that will allocate the D-Block to Public Safety; provide significant funding; and provide a governance model that the Nationwide Broadband Network will operate under. This is a significant step in what we have been working towards accomplishing and the D's and R's may be coming to consensus on this issue.

In order to strengthen the Office of Sheriff, through America, we as a national association must speak united and with one voice. In my inaugural address I said that I will hold a summit of the Sheriffs' Associations, including the Southwest Border Sheriffs' Coalition; the Western States Sheriffs' Association; the Texas Border Sheriffs' Coalition, and the Major County Sheriffs' Association. Among the issues to be discussed will be when a specific issue affecting one Sheriffs' Association may be collectively addressed by standing united and funnel our efforts through the NSA. This summit has been called and will be held during our 2012 Winter Conference at the JW Marriott Hotel in Washington, DC.

Paul H. Fitzgerald
NSA President 2011-2012

EXECUTIVE COMMITTEE

BOARD OF DIRECTORS

Sheriff Leroy D. Baca*
Los Angeles County, CA

Sheriff Michael J. Brown*
Bedford County, VA

Sheriff Keith R. Cain
Daviss County, KY

Sheriff Larry A. Dever
Cochise County, AZ

Sheriff Ira Edwards, Jr.
Clarke County, GA

Sheriff Douglas C. Gillespie
Clark County, NV

Sheriff Stanley Glanz*
Tulsa County, OK

Sheriff Mike Hale
Jefferson County, AL

Sheriff Daron Hall*
Davidson County, TN

Sheriff Mearl J. Justus*
St. Clair County, IL

Sheriff Alfred Lamberti
Broward County, FL

Sheriff John R. Layton
Marion County, IN

Sheriff David J. Mahoney
Madison County, WI

Sheriff G. Lynn Nelson
Cache County, UT

Sheriff Susan L. Rahr
King County, WA

Sheriff Brad Riley
Cabarrus County, NC

Sheriff Ronald G. Spike
Yates County, NY

Sheriff Richard Stanek
Hennepin County, MN

Sheriff Vernon P. Stanforth
Fayette County, OH

Sheriff Mark Wasylshyn
Wood County, OH

Sheriff Carolyn "Bunny" Welsh
Chester County, PA

Ex-Officio Aaron D. Kennard
Executive Director

Richard M. Weintraub
NSA General Counsel

Sheriff Dwight E. Radcliff
NSA Corporate Representative

*Board member serving on NSA
Executive Committee
All Past Presidents are members
of the Board of Directors

Sheriff Paul H. Fitzgerald, Story County, Iowa
President

Sheriff Larry Amerson, Calhoun County, AL
1st Vice President

Sheriff Michael Leidholt, Hughes County, SD
2nd Vice President

Sheriff John Aubrey, Jefferson County, KY
3rd Vice President

Sheriff Danny Glick, Laramie County, WY
Secretary

Sheriff Greg Champagne, St. Charles Parish, LA
Treasurer

Sheriff Harold W. Eavenson, Rockwall County, TX
Sergeant-at-Arms

Sheriff John E. Zaruba, DuPage County, IL
Immediate Past President

Sheriff B.J. Roberts, City of Hampton, VA
Immediate Past President



PAST PRESIDENTS

1940-41* Walter O'Neil Summit County, OH	1956-57* H.P. Gleason Alameda County, CA	1970-71* Michael N. Canlis San Joaquin County, CA	1984-85* Louis F. Gianoli Marathon County, WI	1998-99 Dan Smith Bell County, TX
1941-42* William Souter Sandusky County, OH	1957-58* Dave Starr Orange County, FL	1971-72* James H. Young City of Richmond, VA	1985-86 Richard Germond Lenawee County, MI	1999-00 Philip McKelvey Dorchester County, MD
1942-43* Rex Sweat Duval County, FL	1958-59* Lawrence E. Brown Buncombe County, NC	1972-73* Paul Zillgitt Goodhue County, MN	1986-87 Don Omodt Hennepin County, MN	2000-01 Jerry "Peanuts" Gaines Warren County, KY
1944-46* Ferris E. Lucas St. Clair County, MI	1959-60* Hugh Anderson Borger County, TX	1973-74* I. Byrd Parnell Sumter County, SC	1987-88 Dwight E. Radcliff Pickaway County, OH	2001-02 John Cary Bittick Monroe County, GA
1946-47* Gus Caple Pulaski County, AR	1960-61* Robert S. Moore Desha County, AR	1974-75* Bernard Keiter Montgomery County, OH	1988-89* Henry F. Healey, Jr. New Haven County, CT	2002-03 Tommy Ferrell Adams County, MS
1947-48* Newman deBretton Baton Rouge Parish, LA	1961-62* Charles A. Griffon Plaquemines Parish, LA	1975-76* Harold Bray Jefferson County, CO	1989-90 Lyle W. Swenson Davison County, SD	2003-04 Wayne V. Gay Wilson County, NC
1948-49* Allan Falby El Paso County, TX	1962-63* Arthur Shuman Clark County, OH	1976-77* Carl Axsom Rockingham County, NC	1990-91* Bob E. Rice Polk County, IA	2004-05 Aaron D. Kennard Salt Lake County, UT
1949-50* A.B. Foster Fulton County, GA	1963-64* William M. Lennox Philadelphia County, PA	1977-78* Patrick J. Hogan Hartford County, CT	1991-92* Marshall E. Honaker City of Bristol, VA	2005-06 Edmund M. "Ted" Sexton, Sr. Tuscaloosa County, AL
1950-51* Walter Monaghan Allegheny County, PA	1964-65* Malcom G. McLeod Robeson County, NC	1978-79* Merle Karnopp Lancaster County, NE	1992-93 Frank Policaro, Jr. Beaver County, PA	2006-07 Ted Kamatchus Marshall County, IA
1951-52* Grover Combs Logan County, WV	1965-66* Martin J. Ferber Bergen County, NJ	1979-80* Gerard Wattigny Iberia Parish, LA	1993-94 Johnny Mack Brown Greenville County, SC	2007-08 Craig Webre LaFourche Parish, LA
1952-53* Frank Biaggne Galveston County, TX	1966-67* T. Ralph Grimes Fulton County, GA	1980-81* George Papadopoulos Stark County, OH	1994-95 James G. Murphy Orleans County, VT	2008-09 David Goad Allegany County, MD
1953-54* Richard H. Busch Hillsboro County, OR	1967-68* Bill D. Hemphill Barry County, MO	1981-82 L. Cary Bittick Monroe County, GA	1995-96 John T. Pierpont Greene County, MO	2009-10 John E. Zaruba DuPage County, IL
1954-55* Bryan Clemmons Baton Rouge County, LA	1968-69* William J. Spurrier Iowa County, IA	1982-83* E.W. Pellicer Putnam County, FL	1996-97 Donald E. Hathaway Caddo Parish, LA	2010-2011 Sheriff B.J. Roberts City of Hampton, VA
1955-56* Glenn Hendrix Greene County, MO	1969-70* Ross Boyer Sarasota County, FL	1983-84 Richard J. Elrod Cook County, IL	1997-98 Fred W. Scoralick Dutchess County, NY	*Deceased

FINANCIAL REPORT

2011 Financial Highlights year ended September 30, 2011

Operating Revenues for Year, September 30, 2011

A. Research & Development (grants)	\$2,698,017
B. Annual Conference	1,093,764
C. Membership Operations	1,004,406
D. Publications	237,928
E. Miscellaneous Sales and Other	360,547
F. Jail Training	153,083
G. Crime Prevention	71,287
Total Operating Revenues	5,619,032

Operating Expenses for Year, September 30, 2011

A. Research and Development (grants)	\$2,698,017
B. Annual Conference	916,622
C. Publications	208,639
D. Association Headquarters	223,508
E. Membership Operations	356,576
F. Supporting Operations	1,452,817
G. Crime Prevention	166,269
H. Jail Training	81,937
Total Operating Expenses, before depreciation	6,104,385

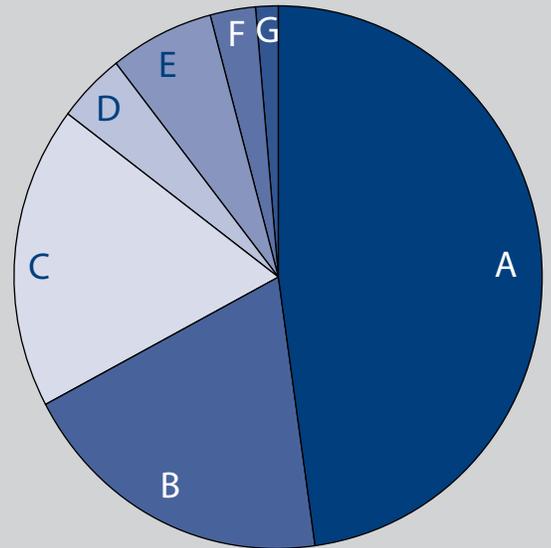
Assets as of September 30, 2011

Headquarters	\$3,233,241
Investments	3,748,539
Accounts Receivable & Accrued Income	318,235
Cash and Cash Equivalents	745,568
Prepaid Expenses	674,878
Inventory of Saleable Items	34,141
Other Assets	355
Accumulated Depreciation	(1,805,543)
Total Assets	6,949,414

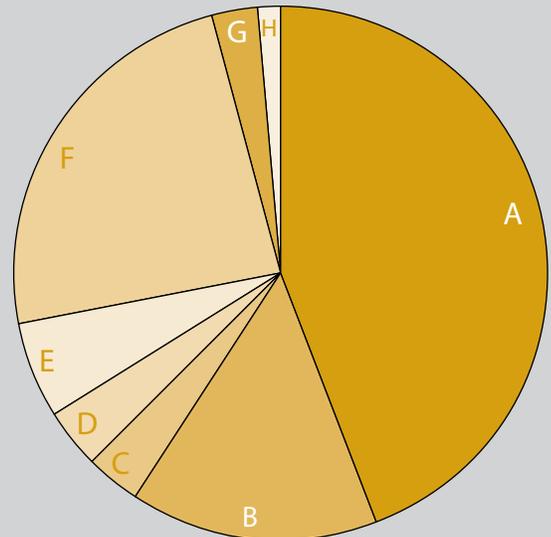
Liabilities & Fund Balances as of September 30, 2011

Accounts Payable & Accrued Expenses	\$972,413
Deferred Income	421,752
Total Liabilities	1,394,165
Net Assets	\$5,555,249
Total Liabilities & Net Assets	6,949,414

Note: this statement represents unaudited figures for the year ended September 30, 2011, before depreciation expense.



Revenues



Expenses

GOVERNMENT AFFAIRS

INSIDE THE BELTWAY AT A GLANCE

The 112th Congress commenced in early January with a Republican majority in the House and a slim Democratic majority in the Senate. Since January, Congress has primarily been occupied with reorganizing the various committees, completion of an FY2011 spending bill, and working on the FY2012 budget and funding packages.

Over the last few months, NSA and individual sheriffs have had the opportunity to personally engage Members of Congress and the Administration, including Vice President Biden, on the needs of sheriffs and local law enforcement. In mid-April, Congress passed a continuing resolution for the remainder of FY2011. Critical state and local law enforcement funding under the Department of Justice and the Department of Homeland Security experienced cuts – approximately 17% from the Department of Justice and 18%-25% across programs within the Department of Homeland Security.

On February 14, President Obama unveiled his Budget Proposal for FY2012. Although there was a strong push to significantly cut the budget, many of the law enforcement programs sustained minor proposed reductions – a plus for law enforcement. However, there were a few programs that took a hit in the President's Budget Proposal. Byrne Discretionary and COPS Technology were zeroed out – these programs have typically been earmarked and as both Congress and the President have vowed to do away with earmarks, these programs were proposed for zero funding. Additionally, it was proposed that SCAAP be reduced to \$136M for FY2012. The rationale behind this cut is that the Administration would like to continue to focus on removal of criminal aliens through programs such as ICE's Secure Communities. Further, under the Administration's proposal, SCAAP will make payments to States and localities only for those inmates who have verified status as illegal aliens. Another reason for the cut is that payments for "unknowns" (58 percent of the program in 2010) will be discontinued. Funding for the state and local clandestine lab clean-up funding, through the COPS Meth Program was also zeroed out in the President's Proposed Budget. However, the President's Budget Proposal is simply a blueprint for Congress to follow.

The FY2012 appropriations cycle on Capitol Hill has been extremely difficult, as there has been a strong push to significantly cut the federal budget and reduce the deficit. In early July, the House Commerce-Justice-Science (CJS) Appropriations Subcommittee and the full Appropriations Committee tackled the FY2012 CJS Appropriations bill, which includes the majority of funding for state and local law enforcement programs. Unfortunately, the bill attempted to zero out funding for both the COPS Program and SCAAP – although did include funding for Byrne JAG and COPS Meth. Due to the strong push from the

nation's sheriffs and law enforcement community, the Chairman of the House CJS Subcommittee committed to working with the Appropriations Committee to restore funding for both COPS and SCAAP before a final spending bill was enacted.

In early September, the Senate CJS Subcommittee and Full Appropriations Committee unveiled their FY2012 CJS Appropriations bill. While funding levels for law enforcement programs were less than FY2011 levels, the Senate did include funding for Byrne-JAG, COPS, SCAAP, and COPS Meth.

As Congress was determined to pass at least a few appropriations bills, rather than do a large omnibus bill or another continuing resolution, the Senate unveiled a "minibus" FY2012 Appropriations bill in late October. The "minibus" bill was compromised of several appropriations bills – Agriculture, CJS, and Transportation-HUD. The Senate passed their "minibus" in early November. The House and Senate then met in conference to develop the final numbers for the FY2012 Ag-CJS-T-HUD "minibus" bill. In regards to state and local law enforcement funding: Byrne JAG - \$352M, COPS - \$198.5M (\$141M for COPS Hiring), SCAAP – \$240M, and COPS Meth - \$12.5M. While these numbers are a decrease from FY2011 numbers, the inclusion of funding for all these programs (and reinstatement of funding for COPS and SCAAP) is a huge victory for the nation's sheriffs, particularly given the significant push to reduce the deficit. The House and Senate passed the final conference report and the President signed the funding report into law in mid-November.

While we had a funding victory for FY2012, NSA continues to stress that the upcoming fiscal years are going to be VERY difficult. NSA will continue to closely monitor the upcoming FY2013 Budget Proposal and appropriations process. We will continue to work aggressively on Capitol Hill, with our law enforcement partners, to ensure adequate law enforcement federal funding for upcoming fiscal years is included and remains in the House and Senate appropriations bills.

NSA will continue to work with the Obama Administration, Secretary Napolitano, Attorney General Holder, and Congress to address a number of critical issues affecting sheriffs, including the allocation of the D Block to public safety and the creation and implementation of a nationwide public safety interoperable wireless broadband network; the implementation of the Prison Rape Elimination Act (PREA) national jail standards; collective bargaining (should the issue arise); amending the Hatch Act (which was reintroduced by Rep. Latta (R-OH) and Rep. Holden (D-PA) in January and introduced in September in the Senate by Sen. Lugar (R-IN) and Sen. Collins (R-ME); mentally ill in jails; the Webb crime commission bill; and comprehensive immigration reform.

NSA CONFERENCES

2011 NSA CONFERENCES

The NSA 2011 Annual Conference & Exhibition was held in St. Louis, Missouri in the America's Center from June 17-22, 2011. Host James Murphy, the City of St. Louis Sheriff's Office, the sheriffs of Missouri, and the National Sheriffs' Association welcomed more than 3,500 attendees and exhibitors to this event.

Attendees were treated to an exhibit hall filled to capacity with almost 550 exhibit spaces; more than 40 workshops, seminars, training sessions; and numerous networking opportunities.

Nationally recognized General Session speakers included Bob Delaney, referee in the National Basketball Association and former New Jersey State Trooper who infiltrated organized crime families, and John "J.V." Venable, commander of the Thunderbirds during the 2000 and 2001 show seasons.

The NSA 2012 Annual Conference & Exhibition will be held June 15-20, 2012 at Opryland in Nashville, Tennessee. The Davidson County Sheriff's Office, and the sheriffs of Tennessee will host this convention. Seminar and workshop topics will include a special track on jail training and court security and issues in law enforcement, and other important criminal justice issues.

WINTER CONFERENCE

The annual NSA Winter Conference offers members the opportunity to attend committee meetings and network with colleagues, 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 2011 Winter Conference was held January 5-8, 2011 at the J.W. Marriott Desert Springs Hotel in Palm Desert, California. Plenary Session speakers for this conference were Robert S. Mueller, Director of the FBI, and Tommy Lasorda, MLB Hall of Fame Manager.

FUTURE ANNUAL CONFERENCES

Charlotte, NC
June 22 – June 26, 2013

Fort Worth, TX
June 21 – June 25, 2014

Baltimore, MD
June 27 – July 1, 2015

Minneapolis, MN
June 25 – 29, 2016

Reno, NV
June 23-28, 2017

New Orleans, LA
June 15-20, 2018

Louisville, KY
June 14-19, 2019



FUTURE WINTER CONFERENCES

2013 Washington, DC
January 30 - February 2

2014 Washington, DC
January 22-25, 2014

2015 Washington, DC
January 21-24, 2015

MEMBERSHIP; OPERATIONS DIVISION SALES, EXHIBITS AND CORPORATE RELATIONS

The Sales, Exhibits and Corporate Relations division is responsible for developing and maintaining 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 selling and promoting exhibitor participation and sponsorships of events at both our Annual and Winter Conferences as well as identifying, cultivating and maintaining relationships as it relates to Corporate Partnerships and membership benefits.

ANNUAL CONFERENCE AND EXHIBITIONS

This year's conference was held in St. Louis, Missouri. The almost 550 booth spaces featured a broad range of products and services to increase the safety and efficiency of law enforcement personnel, offices and jails.

CORPORATE PARTNERS

Companies and organizations that provide products or services to our nation's sheriffs are invited to become an NSA Corporate Partner. This opportunity offers this elite group the ability to support law enforcement at an exclusive level.



PUBLICATIONS AND MARKETING

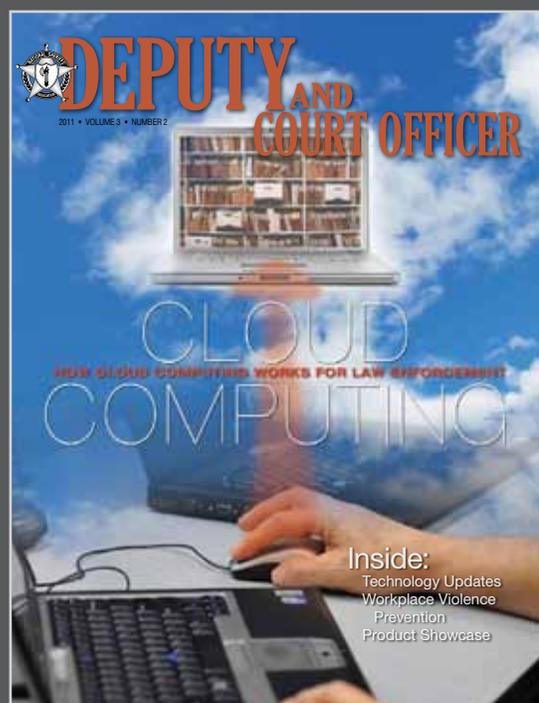
The Publications and Marketing Section is responsible for marketing the National Sheriffs' Association to its members and potential new members. This includes handling all printed materials and the association website, www.sheriffs.org.

NSA continues to focus on our new publication, *Deputy and Court Officer* magazine. We continue to move forward to produce this quarterly publication devoted entirely to deputies and court officers. This group represents a huge segment of law enforcement officers but is largely neglected. The focus with the publication is to grow our membership with deputies.

The publications include our bimonthly magazine, *Sheriff*, our quarterly publication, *Deputy and Court Officer*, the *Annual Sheriffs' Directory*, the NSA Annual Report, and a number of recurring publications, brochures, and other printed materials.

www.sheriffs.org

The Publications and Marketing Section is responsible for the NSA website, www.sheriffs.org. This includes keeping the site updated with new information, changing content as needed and providing our readers with the most current trends in law enforcement. In 2011, NSA launched a new website that offers more interactive modules and more user friendly services including an online store and online communities for members.



OPERATIONS

CORRECTIONS LAW OPERATIONAL JAIL GUIDELINES

We have created a cooperative program with the Southern Policing Institute for command staff. The course focuses on management and leadership education. Credit for this course is POST approved. Columbia Southern University now offers an accredited court security program certificate and criminal justice and other on-line degree programs.

GRANTS UPDATE PEGASUS PROJECT

NSA has successfully been granted continuing funding for the Pegasus Project through the Pegasus Foundation, Bureau of Justice Assistance.

NATIONAL SHERIFFS' INSTITUTE (NSI)

The National Sheriffs' Institute is provided by NSA and the National Institute of Corrections. The program consists of two grants totaling about \$700,000. This ongoing project offers 30, first-time Sheriffs the opportunity to attend a training especially developed by NIC and NSA for new Sheriffs. The trainings are held semi-annually in Longmont Colorado. This project was refunded in 2009 and continued funding was received to go until, 2012. The April, 2011 Session (the 100th Session) was postponed due to the Federal budget crisis. It was rescheduled for August 28 - September 3, 2011.

IRIS BIOMETRIC PROJECT

This grant (for \$500,000) is provided by the COPS Office for the period from September, 2009-September 2011. This project has provided a trial setting for 45 Iris Biometric scanning systems in law enforcement offices nationwide. As of this date 45 units are in place and we are seeking continuation funding for this and other biometric projects. Project Director Fred Wilson.

CONTRACTING FOR LAW ENFORCEMENT

This grant (for \$250,000) is provided by the COPS Office for the period from January 1, 2012 – December 31, 2012. This project will bring together agencies and communities involved in contracting service to see if a nationwide model can be developed.

NEIGHBORHOOD WATCH

The NSA Neighborhood Watch Products-Boris the Burglar program continues to be a source of information and resources to law enforcement throughout America. In 2011, the program sold more than 2000 street signs to more than 300 agencies. The division sold more than \$50,000 in product over the last year. NSA's ability to produce revenue from the Boris the Burglar logo helps to supplement other projects to advance law enforcement efforts.

In November, NSA partnered with the Community Safety Institute to create the official Neighborhood Watch App. The Neighborhood Watch App has dynamic reporting capabilities including options to add photos and text to reports from Block Captains, volunteers, or from citizens who want to report anonymously. Linked to a proprietary database of law enforcement agencies from throughout the country, the App enables citizens to report crimes, suspicious activities and community disorder.

Development has begun on an online ordering product catalog and is anticipated to launch in the beginning of the New Year. We continue to conduct outreach to departments and Sheriff's offices about the products offered and look for additional ways to move forward NSA. One such outreach project was developing a mailable post card with NSA crime prevention program information. The postcards have been well received and continue to be used.

MEMBERSHIP

We are focusing on obtaining new members in the deputy category and retaining our current members. We have implemented scheduled iMIS upgrades and are currently integrating our online ordering profile.

COURT SECURITY

- Training – Douglas County, GA, July 27-28, 2011 (29 attendees)
- Training – Johnson County, KS, March 31-April 1 (35 attendees)
- Training – Ward County, ND, May 2-3, 2011 (39 attendees)
- Assessment – Fayette County, GA, October 11-12, 2011
- Training – Cocopah Tribal Court, AZ, August 31-September 1, 2011 (18 attendees)
- Revamping of the Court Security Training Program PowerPoint.

JAIL OPERATIONS

NSA has developed, in conjunction with Gary Deland & Associates, a unique fee based training program on various jail related issues. We have two fee based sessions scheduled. We have successfully completed training based on Legal case standards for constitutionally operated jails. We launched an online jail training program with Columbia Southern University.

INSURANCE

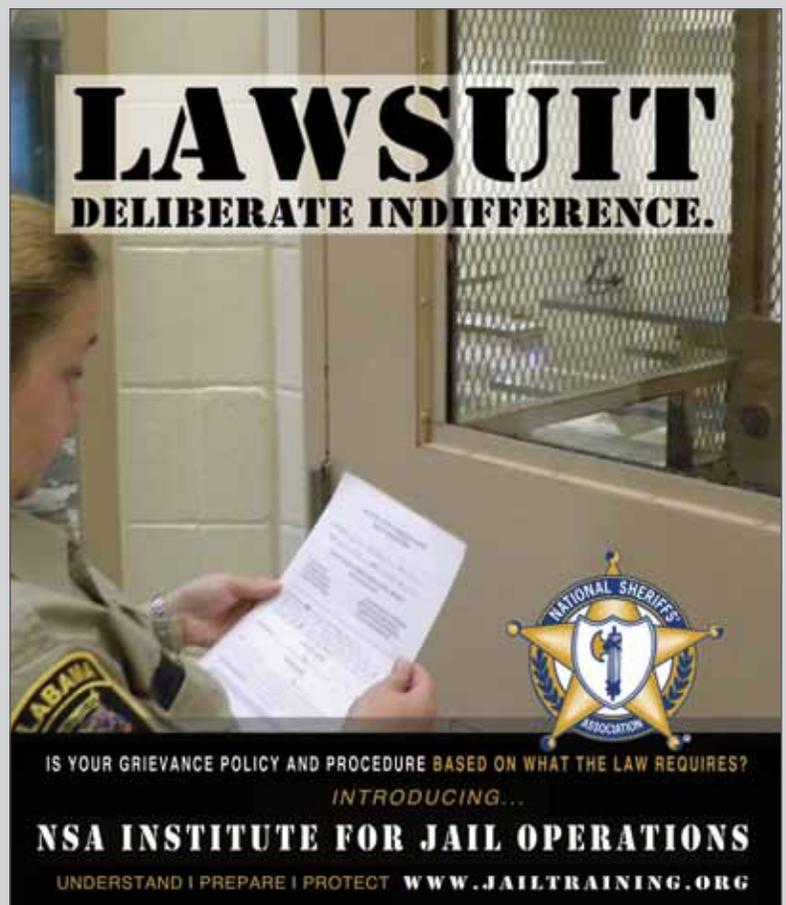
Things started out as they have for the last several years, with the soft market remaining and tough competition. However by the third and fourth quarter we saw improvement with some premium increases and a very good retention rate and \$440,000 in new business premiums. But, at the same time there have been fewer non-renewals, than a year ago. The NSA fees collected from law enforcement policyholders have dropped over the years, especially on the risk management fees portion. JWF is making an effort to try to slowly regain some of that. Work continues with the membership division in an effort to reinstate some of the lost membership. We have had some success by offering group membership or a 1 year reduction in renewal cost. We will begin working on the renewal of the Pennsylvania State Constables' policy will begin in January.

IT

We continue to improve our network capabilities. We performed a full Security Audit and hardened passwords on all accounts and increased all security levels. We have upgraded workstations in keeping with our 3-year replacement schedule and upgraded/enhanced all servers as appropriate.

BUILDING & GENERAL OPERATIONS

No major repairs or upgrades have been done in this year. We replaced some plumbing fixtures during the summer and, due to Hurricane Irene and a tropical storm immediately after that, we developed some leaks. Some exterior building, window, and common area improvements are scheduled as soon as the insurance claim is settled.



**LAWSUIT
DELIBERATE INDIFFERENCE.**

IS YOUR GRIEVANCE POLICY AND PROCEDURE BASED ON WHAT THE LAW REQUIRES?
INTRODUCING...
NSA INSTITUTE FOR JAIL OPERATIONS
UNDERSTAND | PREPARE | PROTECT WWW.JAILTRAINING.ORG

RESEARCH, DEVELOPMENT, AND GRANTS

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

VICTIM SERVICES

Serving Survivors of Homicide Victims During Cold Case Investigations

Advancements in DNA technology and other forensic investigative tools have enabled law enforcement agencies to reopen cases left dormant for years. In response to these advances, many agencies have established cold case units with the hope that reexamining evidence will help solve more crimes. As cases are reopened, investigators are contacting survivors of homicide victims. Although these survivors may be grateful that their loved one's murder has renewed attention, the reopening of a case can also sometimes have traumatic effects on survivors. NSA, Justice Solutions, and the National Organization of Parents Of Murdered Children, Inc., with funding from the Office for Victims of Crime, partnered to create a *Guide* for developing a protocol on how law enforcement can best serve survivors of homicide victims during cold case investigations (www.sheriffs.org/coldcaseguide).

DOMESTIC VIOLENCE

Domestic Violence Trainings for Rural Law Enforcement

This Office on Violence Against Women funded project offers free onsite trainings to rural law enforcement and other criminal justice personnel, including dispatchers/call takers, as well as domestic violence service providers. The topics of the trainings include: law enforcement and victim safety; offender accountability; increased effectiveness of investigations; intervention and reporting of domestic violence; evidence-based prosecution; and increased communication and partnerships between deputies/officers, prosecutors, advocates, and community members.

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).

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

Managing the Incident is certified by the Department of Homeland Security, and is identified by the designation AWR 184. The course prepares Sheriffs and their executive staffs to plan, equip, and train their agencies to respond more effectively to a terrorist incident or all-hazard event. Presentations include:

- The revised program features a 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, emergency management) to ensure a more comprehensive and meaningful dialogue and experience.

2. Jail Evacuation Planning and Implementation

This program is certified by the Department of Homeland Security, 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.

3. Jail Evacuation II Program (MGT 382)

The Jail Evacuation II program (MGT-382) builds upon the foundation laid in the Jail Evacuation program (AWR-183) developed by the NSA. This advanced course will allow participating agencies to develop, review, update and refine their current jail evacuation plans based on the Incident Command System-compliant systems and proven models provided by the NSA during this course. Participants will be issued a workbook and templates providing a basis for design and development as well as updating, revising and enhancing their evacuation plan.

4. First Responder Training

The First Responder Training is certified by the Department of Homeland Security, and is identified by the designation AWR-198. 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:

- The ability to recognize and prevent some terrorist acts; initiate a multifaceted initial response intended to mitigate, and respond to the effects of, a terrorist attack (or any other critical life-threatening event); preserve their own lives, and the lives of members of the public; maximize the potential for successful prosecution by training responders to safeguard potential evidence; and respond and assist first on scene personnel in not only managing the incident, but more importantly, surviving the incident.
- This detailed and comprehensive course is divided into five modules over four days. They are as follows:
 - Site Assessment and Terrain Analysis;
 - Incident Command System (ICS) and National Incident Management System (NIMS);
 - Chemical, Biological, Radiological, Nuclear & Explosives (CBRNE);
 - Bomb Threats and Detonations; and Crowd Control and Evacuation.

5. Community Partnerships

Training and Exercise Integration recently advised that preparation of the Community Partnerships program is certified by the Department of Homeland Security and is identified by the designation of AWR-146.

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. Resources are provided 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). 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. Topics include awareness, preparation, prevention, response, recovery, desktop exercise, and continuing the partnership building process.

All five programs are available for delivery to jurisdictions in the United States.

TRIAD PROGRAM

National Triad serves as a clearinghouse of information, best practices and early alert system for local Triads. Triad is a national community policing concept that partners law enforcement agencies with older adult volunteer groups and older adult related community services to educate older adults on crime and fraud, to reduce crime against the elderly, and eliminate the unwarranted fear of crime.

After twenty two years in existence, there are Triads in more than 850 counties in 34 states, with SALT Councils in about 1,500 communities. Of the nearly 38.9 million older adults in America (12.8% of the US Population), almost half of them (19.5 Million) are served by a Triad program in some capacity (statistics as of 2008).

Studies show that five million of the 38 million Americans over the age of 65 suffer some type of abuse, and the National Center for Elder Abuse indicates that as much as 84% of elderly abuse and neglect goes unreported to authorities.

National Triad publishes a monthly newsletter that is distributed to a listserv of about 5,800 individual law enforcement, older adult providers, and older adult volunteers. Triad also hosts low-cost regional and national conferences throughout the country each year. Historically, attendance ranges from 300 to 600 attendees composed of law enforcement, older adult providers, older adult volunteers, and other law enforcement elements. Should a keynote speaker

be added to the conference, these numbers could increase markedly.

National Triad also publishes a manual for starting and maintaining a Triad, free to communities, as well as other free publications and resources via the web site: www.nationaltriad.org. Triad is also working to quantify the success of its programs and to update the number of Triads across the nation, to include contact information, for program sharing and teleconference training.

Triad maintains a yearly conference. This year NATI held its 21st National Conference in Orlando, Florida, where twenty-six workshops and three luncheon presentations by nearly fifty presenters delivered training on Triad topics to more than 200 attendees.

NATI staff also supports several state Triad conferences by providing both training and technical assistance. NATI has developed a NHTSA Older Driver Safety pilot, as well as a Medication Control and Disposal program in partnership with King Pharmaceuticals. NATI also has an ongoing partnership with the 911 Cell Phone Bank to provide emergency telephones to senior citizens and victims of crime. This partnership provides an income stream for the national program. NATI continues its partnership with Cyalume Technologies to provide emergency lighting products to NSA members and Triads, which generates revenue to the National Triad Program.

TRAFFIC SAFETY PROGRAM

NSA's traffic safety department has the duty to perpetuate traffic safety issues, facilitate program implementation, provide technical assistance, and offer general support to the Office of Sheriff and the National Highway Traffic Safety Administration (NHTSA) staff in developing traffic safety plans that target NHTSA's national highway safety priority issues. These include: 1) initiate special studies under the plan and 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. This is supported by a monthly e-newsletter on traffic safety issues, articles, updates, and website information provided at www.sheriffs.org.

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

TRAFFIC SAFETY PROGRAM (CONTINUED)

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

Additionally, NSA has completed a Phase II of the High Visibility Traffic Enforcement Support grant in relationship to motorcycle issues. NSA's purpose on this grant is to work closely with NHTSA staff, NHTSA regional staff, Governor's Highway Safety Representatives and individual state sheriffs' associations to identify the level of motorcycle law enforcement

support in the United States. NHTSA promotes the need for local sheriff's agencies and deputies to participate in matters relating to motorcycle safety and has solicited NSA's assistance in promoting an identified level of support from sheriffs' associations in the United States.

Finally, NSA and NHTSA are completing a model program on older driver safety training free to sheriff's offices and community programs through the traffic safety web page on www.sheriffs.org.

USAONWATCH PROGRAM

Over the last 40 years, the NSA has been the leader and source for law enforcement and citizens about neighborhood watch throughout America. More than 10 million people have heard of the program, clicked on the website, gotten a brochure, and can easily identify NSA's Boris the Burglar® Logo, a testament to the power and reach of the program.

NSA's continued its strong partnership with the Bureau of Justice Assistance (BJA), U.S. Department of Justice in 2011, allowing for many more law enforcement resources, materials, products, and training on Neighborhood Watch and Community-Law Enforcement Partnerships to continue. The program is a primary outreach component of NSA to the field.

In 2011, the USAonWatch-National Neighborhood Watch Program was able to obtain two additional opportunities from BJA and the Partnership@Drugfree.org to continue and increase the programs outreach to the field on the topics of human trafficking and drug abuse education also known as PACT360. The PACT360 materials have been incorporated into the Neighborhood Watch Toolkit. Additional educational module development has begun on the topics of senior safety, anti-bullying, foreclosure and mortgage fraud, materials will be released in 2012.

The Neighborhood Watch division has conducted 7 trainings across the country, training more than 280 officers/deputies from 100 law enforcement agencies in 2011, bringing the total number of law enforcement trained through this BJA project to over 3,500 from more than 1,900 agencies. More than 11% of local law enforcement agencies have had someone attend one of the NW trainings. NSA's Training continues to be positively received by the field.

In June, NSA and BJA were thrilled to present the 7th Annual NW Awards of Excellence. The winners were the Rapides Parish Sheriff's Office, LA; Rockledge Police Department, FL; and Morris Hill Neighborhood Association, Boise, ID. Further, the fourth year of the NSA, National Crime Prevention Council, and BJA initiative called Celebrate Safety Communities was held in October. This year more than 300 local events in 30 states took place. All the events for CSC assisted in bringing more awareness to public safety partnerships.

Finally, USAonWatch.org continues to be at the heart of the programs online outreach efforts. The site logged an additional 1,200 watch groups and had more than 80,000 visitors in 2011. Overall, the watch group database has continued to stay strong at more than 23,000. The database while growing, needs continued maintenance to delete inactive and dissolved watch groups. Two new features were added to the registration process that allows us now to say there are 49,833 volunteers covering more than 520,635 homes from 1,915 groups. Other online outreach added to the program was Facebook and Twitter. Our Facebook group has grown to more than 520 and Twitter to over 55 with many reposts reaching many more people. Additional material has been added to the website such as the Spanish translation of the Neighborhood Watch Toolkit and our Business Watch Manual to name a few.

NSA is looking forward to celebrating the 40th Anniversary of Neighborhood Watch in 2012.

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