The Journey: How to Scale for Impact with Social Justice Innovations

A Roadmap for Scaling Innovation

Center For
POLICING EQUITY

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This roadmap and the companion brief are available
at policingequity.org/data-collection-insights.

Background

Since 2008, the Center for Policing Equity (CPE) has been dedicated to crafting bold innovations to disrupt bias in law enforcement and reimagine the public safety system. However, the path toward mission-aligned goals has not been easy. Self-proclaimed "Justice Nerds" at CPE have had to rethink research methods to assess bias, advance ways to promote equitable policies, and out-strategize political opposition. These are all complex areas of innovation to conquer and highlight the need for agility in implementation to seize opportunities and mitigate risks in rapidly evolving contexts. The most difficult portion of the work lies in ideation and funding vital innovations: implementing big, bold ideas and cultivating enough support to launch them remains a challenge.

As our imaginative teams at CPE grew big, bold innovations to disrupt bias, it became clear that implementation, scaling of innovation, and promoting impact was at risk. Although teams across CPE worked strategically and diligently on implementation, it was soon apparent that: multiple approaches (at times) clashed with one another, evaluation was necessary to identify lessons learned, and narrow windows to make timely design decisions on the front-end of a product (e.g., to make adaptations to emerging risks and opportunities) would often upset progress on the back-end. This challenge is not unique to CPE's innovations: over 90% of innovation projects across all types of businesses fail.[1] Google alone has a graveyard of 281 innovation projects that the company has terminated.[2] But a solution that coordinated multiple efforts, decreased risks of failure, and leveraged data to bolster CPE innovations was sorely needed.

In response to these lessons learned and the high risk of innovation failure, CPE's Product Discovery team[3] embarked on the creation of a roadmap for scaling innovation—**The Journey: How to Scale for Impact with Social Justice Innovations**. The designers of the model consisted of a diverse team of program evaluators, program managers, strategy managers, and data scientists. Evidence-based practices were sourced across multiple disciplines including implementation science, product development, and project management with the goal to integrate evidence-based practices for impact and scale into a comprehensive, easy-to-use framework for social justice innovations.

Introduction

The Journey: How to Scale for Impact with Social Justice Innovations roadmap is intended to provide an overview of how to scale CPE innovations. These innovations include a cadre of programs, products, and services (defined on page 9) that aim to disrupt bias and reduce harm in policing practices, as well as solve social justice challenges by redesigning public safety systems. Though the organization has been in existence since 2008, many of CPE's innovations are in a nascent or developmental stage and will only thrive under established conditions that allow for sustainable impact. The roadmap will meet this need by mapping the steps necessary for making the act of scaling viable and impactful across the lifecycle of social justice innovations.

The roadmap represents the foundational work to create a process that:

- ● Defines the features of a viable and impactful innovation.
- ● Outlines the steps to scale.
- ● Clarifies the conditions that need to be present on the front end in order for an innovation to be scalable.

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[1] Altringer, B. (2013, November 19). *A New Model for Innovation in Big Companies*. Harvard Business Review. hbr.org/2013/11/a-new-model-for-innovation-in-big-companies; Weil, A. (2018, February 15). *The reasons your innovations fail... and how to overcome the issue*. UMI. umi-innovation.com/blog/reasons-innovations-fail/#:~:text=Over%2090%25%20of%20innova-tion%20projects; Emmer, M. (2018, July 6). 95 Percent of New Products Fail. Here Are 6 Steps to Make Sure Yours Don't. Inc.com; Inc. inc.com/marc-emmer/95-percent-of-new-products-fail-here-are-6-steps-to-make-sure-yours-dont.html
[2] See killedbygoogle.com.
[3] This team no longer exists as CPE re-organized its structure in 2023.

This white paper begins with a broad landscape analysis of what we know about scaling innovations, followed by a case for the value add of the roadmap with social justice innovations and key terms and definitions. Finally, we present the roadmap and conclude with the next steps as this work continues to evolve. While the paper focuses primarily on CPE innovations, implications for the broader fields of scaling within nonprofits, social justice innovations, and implementation science more generally are also considered.

What Do We Know About Scaling?

The idea of scaling an innovation is not new. However, the bulk of the literature and resources that discuss how to scale an innovation were developed in the business development and technology sectors.[4] Although some of the insights and methods leveraged in these fields may be applicable in the nonprofit sector, scaling in the social justice context requires a unique set of considerations for success. Further, scaling in the social justice context is primarily concerned with a *net positive impact for communities*, which means scale and delivery of our innovations to as many communities as possible with a measurable level of systems change.[5] This does not mean simply increasing the number of clients served or increasing profits.

Few articles have outlined considerations for successfully scaling social programs and interventions.[6] The implementation science literature has developed evidence-based practices that make scaling approaches more successful, although those studies typically center around health-related interventions.[7] Table 1 below summarizes the key themes highlighted the literature:

Table 1: Key Themes in the Implementation and Scaling Literature

AREA OF CONSIDERATION	THEMES	RELEVANT ARTICLES
Considerations for Scaling Approaches	There are various approaches for scaling an innovation with the goal of impact: 1. Expanding an innovation's geographic coverage to new locations. 2. Expanding an innovation's breadth of coverage to more people in categories and localities already being served. 3. Expanding an innovation's depth of services by offering additional services to current clients. 4. Expanding the client type served by an innovation (i.e., target audience). 5. Expanding the type of problem an innovation is designed to address.	Aarons, G.A., Sklar, M., Mustanski, B. et al. "Scaling-out" evidence-based interventions to new populations or new health care delivery systems. Implementation Sci 12, 111 (2017). Cooley, Larry, and Richard Kohl. "Scaling up—from vision to large-scale change: a management framework for practitioners." Washington, DC: Management Systems International (2006). Harris, Erin. "Six steps to successfully scale impact in the nonprofit sector." The Evaluation Exchange 15, no. 1 (2010): 4–6. Larson, R. S, Dearing, J. W., & Backer, T. E. (2017). Strategies to Scale Up Social Programs: Pathways, Partnerships and Fidelity. Retrieved from The Wallace Foundation website: wallacefoundation.org/knowledge-center/Documents/Strategies-to-Scale-Up-Social-Programs.pdf

[4] See, for example, prod.ucwe.capgemini.com/wp-content/uploads/2021/02/Final-Web-Report-Scaling-Innovation.pdf orange-business.com/en/magazine/art-scaling-innovation innovation-asset.com/blog/3-killer-ways-to-scale-your-innovation-strategy techhq.com/2020/10/whats-the-recipe-for-innovation-at-scale/

[5] The alteration of how people and social systems interact, in a way that increases the equitable distribution of economic and self-actualizing opportunities, as well as the fulfillment of basic human needs.

[6] See Sacks, V., Beltz, M., Beckwith, S., & Moore, K. A. (2015). How to Scale Up Effective Programs Serving Children, Youth, and Families. Harris, Erin. "Six steps to successfully scale impact in the nonprofit sector." *The Evaluation Exchange* 15, no. 1 (2010): 4–6. Cooley, Larry, and Richard Kohl. "Scaling up—from vision to large-scale change: a management framework for practitioners." Washington, DC: Management Systems International (2006). Larson, R. S, Dearing, J. W., & Backer, T. E. (2017). Strategies to Scale Up Social Programs: Pathways, Partnerships and Fidelity. Retrieved from The Wallace Foundation website: wallacefoundation.org/knowledge-center/Documents/Strategies-to-Scale-Up-Social-Programs.pdf

[7] See Aarons, G.A., Sklar, M., Mustanski, B. et al. "Scaling-out" evidence-based interventions to new populations or new health care delivery systems. Implementation Sci 12, 111 (2017). doi.org/10.1186/s13012-017-0640-6; Ben Charif, A., Zomahoun, H., LeBlanc, A. et al. Effective strategies for scaling up evidence-based practices in primary care: a systematic review. Implementation Sci 12, 139 (2017). doi.org/10.1186/s13012-017-0672-y; Barker, P.M., Reid, A. & Schall, M.W. A framework for scaling up health interventions: lessons from large-scale improvement initiatives in Africa. Implementation Sci 11, 12 (2015). doi.org/10.1186/s13012-016-0374-xBarker, P.M., Reid, A. & Schall, M.W. A framework for scaling up health interventions: lessons from large-scale improvement initiatives in Africa. Implementation Sci 11, 12 (2015). doi.org/10.1186/s13012-016-0374-x

Considerations for Stakeholder Engagement	The following four core stakeholder groups each play unique roles in the development and scale of an innovation: 1. Executive leadership (i.e., the individuals responsible for budgetary decisions, mission alignment, etc.). 2. Design/innovation teams (i.e., the individuals responsible for developing an innovation). 3. Implementation teams (i.e., the individuals responsible for implementing an innovation). 4. Evaluators (i.e., the individuals responsible for measuring the impact of an innovation).[8]	Barker, P.M., Reid, A. & Schall, M.W. A framework for scaling up health interventions: lessons from large-scale improvement initiatives in Africa. Implementation Sci 11, 12 (2015). doi.org/10.1186/s13012-016-0374-x Maxwell, N., & Richman, S. (2019). Scaling Programs with Research Evidence and Effectiveness (SPREE). The Foundation Review, 11(3), 55–67.
	Alignment across stakeholders is critical for the success of an innovation. This includes: 1. Clearly defining the role of each stakeholder group (including executive leadership) for the entire process of designing, implementing, and scaling an innovation. 2. Ensuring adequate communication channels exist. 3. Making sure each group is aligned on the ultimate objectives and outcomes being pursued.	Barker, P.M., Reid, A. & Schall, M.W. A framework for scaling up health interventions: lessons from large-scale improvement initiatives in Africa. Implementation Sci 11, 12 (2015). doi.org/10.1186/s13012-016-0374-x Harris, Erin. "Six steps to successfully scale impact in the nonprofit sector." The Evaluation Exchange 15, no. 1 (2010): 4–6.
Considerations for Design	It is critical to define target audience(s) and conduct rigorous research on them at the initial stage of designing an innovation.	Barczak, G., Kahn, K. B., & Moss, R. (2006). An exploratory investigation of NPD practices in nonprofit organizations. Journal of Product Innovation Management, 23(6), 512–527. Bloom, P. N., & Chatterji, A. K. (2009). Scaling social entrepreneurial impact. California Management Review, 51(3), 114–133. Larson, R. S, Dearing, J. W., & Backer, T. E. (2017). Strategies to Scale Up Social Programs: Pathways, Partnerships and Fidelity. Retrieved from The Wallace Foundation website: wallacefoundation.org/knowledge-center/Documents/Strategies-to-Scale-Up-Social-Programs.pdf Maxwell, N., & Richman, S. (2019). Scaling Programs with Research Evidence and Effectiveness (SPREE). The Foundation Review, 11(3), 55–67.
	An innovation must be designed with the intent to promote impact. To achieve that goal, innovations should have a strong theory of change that is developed early in the design process, and design decisions should be anchored to desired outcomes.	Cooley, Larry, and Johannes F. Linn. "Taking Innovations to Scale." (2014). Cooley, Larry, and Richard Kohl. "Scaling up—from vision to large-scale change: a management framework for practitioners." Washington, DC: Management Systems International (2006). Harris, Erin. "Six steps to successfully scale impact in the nonprofit sector." The Evaluation Exchange 15, no. 1 (2010): 4–6.

[8] Although the literature does not explicitly reference the groups impacted by a proposed innovation (e.g., community members, police departments, etc.), we consider these groups to also be core stakeholders in the innovation process.

| **Considerations for Infrastructure** | Innovations must be resourced adequately to achieve impact at scale. This includes human, technical, and financial resources, as well as data collection and reporting infrastructure to support evaluation. | Ben Charif, A., Zomahoun, H., LeBlanc, A. et al. Effective strategies for scaling up evidence-based practices in primary care: a systematic review. Implementation Sci 12, 139 (2017). doi.org/10.1186/s13012-017-0672-y

Barker, P.M., Reid, A. & Schall, M.W. A framework for scaling up health interventions: lessons from large-scale improvement initiatives in Africa. Implementation Sci 11, 12 (2015).

Maxwell, N., & Richman, S. (2019). Scaling Programs with Research Evidence and Effectiveness (SPREE). The Foundation Review, 11(3), 55–67.

Milat, A.J., Bauman, A. & Redman, S. Narrative review of models and success factors for scaling up public health interventions. Implementation Sci 10, 113 (2015). doi.org/10.1186/s13012-015-0301-6 |
|---|---|---|
| | In order to set implementation teams up for success, they should:
• Be hired based on core competencies identified as important for the innovation's success.
• Be trained prior to implementation.
• Receive ongoing support through initial implementation.
• Establish team norms that promote an environment of psychological safety (i.e., the belief that one will not be punished when they make a mistake). | Bloom, P. N., & Chatterji, A. K. (2009). Scaling social entrepreneurial impact. California Management Review, 51(3), 114–133.

Delizonna, L. (2017, August 24). High-Performing Teams Need Psychological Safety. Here's How to Create It. Harvard Business Review. hbr.org/2017/08/high-performing-teams-need-psychological-safety-heres-how-to-create-it

Duhigg, C. (2016, February 25). What Google Learned from Its Quest to Build the Perfect Team. The New York Times. nytimes.com/2016/02/28/magazine/what-google-learned-from-its-quest-to-build-the-perfect-team.html

Maxwell, N., & Richman, S. (2019). Scaling Programs with Research Evidence and Effectiveness (SPREE). The Foundation Review, 11(3), 55–67.

Sacks, V., Beltz, M., Beckwith, S., & Moore, K. A. (2015). How to Scale Up Effective Programs Serving Children, Youth, and Families. |
| | Funding must be sustainable and the underlying costs of an innovation must be transparent. | Cooley, Larry, and Johannes F. Linn. "Taking Innovations to Scale." (2014).

Harris, Erin. "Six steps to successfully scale impact in the nonprofit sector." The Evaluation Exchange 15, no. 1 (2010): 4–6.

Sacks, V., Beltz, M., Beckwith, S., & Moore, K. A. (2015). How to Scale Up Effective Programs Serving Children, Youth, and Families. |
| | Implementation and scaling approaches must be responsive to the conditions on the ground such as available resources and political will. | Cooley, Larry, and Johannes F. Linn. "Taking Innovations to Scale." (2014).

Harris, Erin. "Six steps to successfully scale impact in the nonprofit sector." The Evaluation Exchange 15, no. 1 (2010): 4–6.

Milat, A.J., Bauman, A. & Redman, S. Narrative review of models and success factors for scaling up public health interventions. Implementation Sci 10, 113 (2015). doi.org/10.1186/s13012-015-0301-6 |

Considerations for Implementation	Fidelity to the original design is important for evaluation and scaling efforts; without fidelity, we are unable to determine whether the failure of intervention is due to unsuitability of the model or a shortcoming in the implementation process.	Aarons, G.A., Sklar, M., Mustanski, B. et al. "Scaling-out" evidence-based interventions to new populations or new health care delivery systems. Implementation Sci 12, 111 (2017). doi.org/10.1186/s13012-017-0640-6 Harris, Erin. "Six steps to successfully scale impact in the nonprofit sector." The Evaluation Exchange 15, no. 1 (2010): 4–6. Lakin, J. M., & Rambo-Hernandez, K. (2019). Fidelity of implementation: understanding why and when programs work. Gifted Child Today, 42(4), 205–214. Larson, R. S, Dearing, J. W., & Backer, T. E. (2017). Strategies to Scale Up Social Programs: Pathways, Partnerships and Fidelity. Retrieved from The Wallace Foundation website: wallacefoundation.org/knowledge-center/Documents/Strategies-to-Scale-Up-Social-Programs.pdf
	Developing an implementation strategy is important to an innovation's impact and ability to achieve scale, and the best way to be responsive to local context.	Barczak, G., Kahn, K. B., & Moss, R. (2006). An exploratory investigation of NPD practices in nonprofit organizations. Journal of Product Innovation Management, 23(6), 512–527. Harris, Erin. "Six steps to successfully scale impact in the nonprofit sector." The Evaluation Exchange 15, no. 1 (2010): 4–6. Larson, R. S, Dearing, J. W., & Backer, T. E. (2017). Strategies to Scale Up Social Programs: Pathways, Partnerships and Fidelity. Retrieved from The Wallace Foundation website: wallacefoundation.org/knowledge-center/Documents/Strategies-to-Scale-Up-Social-Programs.pdf Milat, A.J., Bauman, A. & Redman, S. Narrative review of models and success factors for scaling up public health interventions. Implementation Sci 10, 113 (2015). doi.org/10.1186/s13012-015-0301-6
Considerations for Evaluation	Monitoring, evaluation, and learning must be incorporated into scaling efforts throughout the entire duration of an innovation's lifecycle. Successful design, implementation, and scaling efforts critically depend on the systematic use of evaluation data.	Lakin, J. M., & Rambo-Hernandez, K. (2019). Fidelity of implementation: understanding why and when programs work. Gifted Child Today, 42(4), 205–214. McGuire, M. (2016). Program Design & Development Resources. United Way of Toronto and York Region. Milat, A.J., Bauman, A. & Redman, S. Narrative review of models and success factors for scaling up public health interventions. Implementation Sci 10, 113 (2015). doi.org/10.1186/s13012-015-0301-6 Parrott, A., & Carman, J. G. (2019). Scaling up programs: Reflections on the importance of process evaluation. Canadian Journal of Program Evaluation, 34(1), 131–138. Weaver, C., & DeRosier, M. E. (2019). Commentary on scaling-up evidence-based interventions in public systems. Prevention Science, 20(8), 1178–1188.

Overall, the implementation science and scaling literature identify a number of factors for the successful design, implementation, evaluation, and scale of innovations for our context in the nonprofit sector. However, several gaps also emerged, including details on how to enhance the viability of innovations with an end-to-end roadmap, use evaluation data to make iterative improvements, incorporate strategy, and integrate project management techniques to bolster efficiency, seize emerging opportunities, and mitigate risks. Moreover, there is a need for a framework that is tailored specifically to social justice innovation in the nonprofit sector.

Accordingly, *The Journey: How to Scale for Impact with Social Justice Innovations* roadmap was developed with the following goals:

- Streamline the understanding of:
  1. How to **develop an innovation** with the goal to scale
  2. How to **develop evaluation metrics** that are responsive to the ultimate goal of impact at scale
  3. How to **refine and adapt an innovation** in response to evaluation learnings and the ultimate goal of scaling
- Develop an innovation process that outlines specific steps for practitioners to take throughout the lifecycle of an innovation.
- Create an innovation process that speaks to the unique roles of executive leadership, innovation teams, implementation teams, and evaluators in one place and concretely outlines each of those roles in the innovation and scaling process.
- Define a set of metrics that can be applied to any social justice innovation to demonstrate the success of design, implementation, and scaling efforts.
- Improve an innovation process that reflects evidence-based practices from implementation science to promote impact as the ultimate objective.

What Challenge Does the Roadmap Solve?

The roadmap seeks to provide an end-to-end framework of how and when to scale and addresses common limitations in the scaling literature tailored to nonprofit organizations. While the literature contains ample evidence to define and describe scaling, particularly in the for-profit business sector, there remains a gap in providing evidence of "how to" scale or "when to" scale innovations. Furthermore, the literature is nonspecific and not tailored to the needs and required actions to disrupt bias in policing practices and public safety systems. Lastly, the thoughtful stewardship of resources—people, time, money, and technology—is paramount to ensuring sustainable social justice innovations. This is especially true for innovations which aim to create a net positive impact for communities, such as those that CPE partners with. All of the resources critical to innovation are finite; thus their utilization must be optimized.

The roadmap was also designed to be responsive to the relationship between the context in which innovation takes place and the success of its implementation. Given the nature of social justice innovations, the political and societal will to innovate has a narrow window to ensure success. For example, the 2020 uprisings stemming from the murder of George Floyd aimed to amplify the focus on systemic racial injustice and reform the public safety system. While this movement was met with unprecedented support, large sweeping systemic changes were not enacted as the protestors demanded, and in the years since, the pendulum has shifted towards a "tough on crime" approach to public safety and policing, with less emphasis on reform.

The shift in public safety reform highlights a broader issue: The science component of CPE's mission requires structured and intentional processes to make change, but the implementation of these innovations is highly complex and relies on external dependencies (e.g., community and political environments). As such, scaling within CPE requires the acknowledgement that innovations in public safety take place in volatile, uncertain, complex, and ambiguous (VUCA)[9] environments.

[9] Bennett N, Lemonie GJ. What a difference a word makes: Understanding threats to performance in a VUCA world (2014). Business Horizons, 2014

VUCA environments and situations pose their own unique challenges to innovation. First, *volatility* characterizes situations with frequent instability and unpredictable change; *uncertainty* pertains to the unknown consequences or impact of events; *complexity* refers to numerous interconnected parts and variables; and finally *ambiguity* is related to a lack of precedent for anticipating outcomes. These VUCA conditions influence the context of innovations and will impact the monitoring and evaluation process, the performance of the innovation, and ultimately the decision to scale.

Given the inherent relationship between the context in which innovation takes place and its success, *The Journey: How to Scale for Impact with Social Justice Innovations roadmap seeks to overcome common limitations in the scaling literature by providing an end-to-end framework of how and when to scale that is specifically tailored to nonprofit organizations.*

A central critique of the scaling literature is that the components of scaling are well described (see Table 1), but it does not present a cohesive end-to-end framework of how and when to scale. Additionally, the scaling literature often leverages traditional models of product life cycles relevant to for-profit goals (i.e. growth, revenue, maturity, decline). However, the traditional product life cycles are misaligned with the tenets of social justice goals—impactful systems change via scale by serving as many in need as possible. Furthermore, once an innovation is scaled, considerations for maintenance and sustainability are warranted. While there is some literature related to sustainability,[10,11] this literature is weak in the sphere of policing and public safety. The roadmap provides an end-to-end framework to map the journey of "how to" scale and "when to" scale innovations: This includes tactics for developing a viable innovation, implementing an innovation so that it demonstrates impact, and scaling an innovation if applicable. *A key distinguishing feature of the roadmap is a built-in feedback system that incorporates metrics.* Often innovations will create feedback systems via informal staffing communication channels, but this is likely to yield unreliable and subjective feedback. Thus, embedding built-in objective metrics for tracking can ensure success across an innovation's lifecycle.[12] The next sections provide a framework for this model.

Key Terms and Definitions

The roadmap introduces several novel concepts, for which we provide key terms and definitions below for clarity.

The Three CPE Innovation Groupings

Products: Tangible resources (methodologies, documents, tools, or technologies) that can assist end-users to facilitate change and bolster their agency to guide activities and achieve desired outcomes (e.g., Justice Navigator Assessment). Products can serve as a standalone deliverable.

Services: Services are transactions that offer skill-set sharing and/or advice to end-users to facilitate change and bolster their agency to guide activities and achieve desired outcomes (e.g., thought partnerships). Like products, services can function as a standalone deliverable.

Programs: Sets of organized and interconnected activities that are aligned with a theory of change and logic model (e.g., COMPSTAT for Justice Program). The guiding theory of change and logic model are linked to a set of measurable outcomes to assess change over time. Programs typically produce or otherwise leverage multiple products and/or services.

Relevant Roadmap Definitions

Impact: The degree to which the design and implementation of an innovation demonstrates that it works and/or a change is seen in relevant outcomes.

[10] Lennox, L., Maher, L. & Reed, J. Navigating the sustainability landscape: a systematic review of sustainability approaches in healthcare. Implementation Sci 13, 27 (2018). doi.org/10.1186/s13012-017-0707-4

[11] Hailemariam, M., Bustos, T., Montgomery, B. et al. Evidence-based intervention sustainability strategies: a systematic review. Implementation Sci 14, 57 (2019). doi.org/10.1186/s13012-019-0910-6

[12] Larson, R. S, Dearing, J. W., & Backer, T. E. (2017). Strategies to Scale Up Social Programs: Pathways, Partnerships and Fidelity. Retrieved from The Wallace Foundation website: wallacefoundation.org/knowledge-center/Documents/Strategies-to-Scale-Up-Social-Programs.pdf

Innovation: A novel idea that results in the production of a new or an improved program, product, or service.

Design for Impact: This is the first roadmap milestone along the scaling for impact journey. It is the development of a viable innovation and the required strategy and allocation of resources to launch a viable innovation in a sustainable and impactful way.

Demonstrate Impact: This is the second roadmap milestone along the scaling for impact journey. This phase tests social justice innovations and adapts them to ensure they are effective, cause no harm to communities, and lead to desired (systems) change on the ground. Evaluation is used as an iterative learning mechanism to make data-driven enhancements to the innovation.

Disseminate Impact: This is the third roadmap milestone along the scaling for impact journey. In this phase, learning and improvement enhance the design and data yield Key Performance Indicators (KPIs) that signal that the act of scaling is feasible. In cases where scaling is feasible, innovations are refined to scale for impact.

Key Performance Indicators: Quantifiable measures of progress toward an intended objective.

Objective: Indicates a descriptor of a goal required to progress toward the achievement of a roadmap milestone.

Required Documentation: Artifacts that facilitate the achievement of an objective within a given roadmap milestone.

Roadmap Milestone: Checkpoints that highlight the successful completion of major events, tasks, or groups of tasks along your project timeline. In the roadmap for scaling innovation model, a roadmap milestone identifies a significant state of achievement along the scaling journey.

Scale: Expanding the impact of an innovation. The implication is that the parts of the innovation design responsible for change are distributed more broadly to those in need. The objective of scaling can take a variety of forms and scope and will be dependent on risks and benefits.

Strategy: Actions that constrain or eliminate risks and/or leverage opportunities, in ways that promote progress toward, or the achievement of, outcomes.

A Roadmap for Scaling Innovation

The act of scaling requires a host of interconnected and planned actions to move innovations forward. *In our view, just because an innovation can be scaled does not mean that it should be scaled—this is because the context will impact the likelihood of successful scaling.* Therefore, a journey that maps the conditions, context, and elements of scaling can serve as a guide for those implementing innovations while also optimizing the resources available to innovate.

Figure 1 illustrates our conceptualization of a scalable innovation. Embedded within the model is the logic that the practice of scaling is systematic and deliberate, such that each roadmap milestone builds upon the previous. Importantly, findings are leveraged to continuously learn and improve innovation. Of note, while the scaling journey is a linear progression, we understand that the roll-out of an innovation in a real-world context is unlikely to neatly follow the order depicted. If this is the case, teams should use an iterative approach starting with a critical examination of what is missing and required to execute the current roadmap milestone successfully. From there, teams should examine the required work beyond the current roadmap milestone and prioritize action steps to achieve the relevant milestone in the journey. Doing so will increase the probability of moving through the model successfully. A recurring theme throughout the model is the iterative process of developing, fine-tuning, and acting on strategy by documenting risks to the success of the innovation, as well as taking action to curtail existing and anticipated risks and capitalize on emerging opportunities. This is especially important given the VUCA environment in which social justice innovations take place.

Theory of Change

The theory of change guiding the model is that if a clear guide mapping the conditions, context, and elements of scaling is available to implementation teams, they will be more likely to disseminate the impact of innovations systematically while optimizing scarce resources available to nonprofit organizations. The roadmap milestones within the model represent CPE's desired life cycle of current and new innovations. Furthermore, the milestones require teams to fulfill discrete objectives and use a data-driven approach via KPIs. These KPIs measure the degree and quality of work efforts to achieve both objectives and roadmap milestones, to ultimately reduce disparities in policing. Having clear milestones and objectives also enhances clarity and allows team members to work more efficiently toward objectives, without missing key steps. This, in turn, reduces risks to project success and allows for more efficient delivery of high-quality programs, products and services.

Our theory of change also posits that the roadmap enhances our ability to replicate the quality and impact of an innovation. In the social justice context, it is often challenging to replicate the quality and impact of one-time or ad hoc innovations. By providing a framework that emphasizes evidence-based practices for designing for, measuring, and in turn, reproducing impact, the roadmap allows for replication with more confidence that a program, product, or service will achieve impact.

Using the Roadmap for Scaling Innovation

The roadmap begins with an initial assessment aimed at identifying where an innovation is situated in the model. Next, the design/innovation team works with the implementation team to determine which roadmap milestone and objective they wish to achieve. Lastly, the design/innovation and implementation teams engage in activities that inform the development of documentation required to measure progress toward the desired roadmap milestones and objectives. In all, there are a total of three roadmap milestones and twelve objectives in the roadmap. The roadmap is meant to be as accessible and user-friendly as possible.

As such, the initial assessment, results, and templates for required documentation to achieve desired roadmap milestones and objectives will be available in a centralized dashboard. The use of a dashboard encourages transparency and democratization of information sharing amongst the key stakeholder teams (executive leadership, design/innovation, implementation, evaluators, etc.). The dashboard will also allow stakeholders to gauge the progress of innovations throughout the roadmap and serve as an early warning system to flag innovations that fail to make progress from one roadmap milestone to the next.

Each roadmap milestone comprises four distinct objectives that build on each other to increase the likelihood that the roadmap milestones will be achieved. Each objective captures the foundational work required to progress continuously toward achieving a roadmap milestone and cumulatively represents the range of activities and required documentation needed to achieve a given roadmap milestone. For example (see Figure 1), if a given user is hoping to design an innovation for impact (Roadmap Milestone), the user would begin by engaging in the work that is required to *Create a Viable Innovation* (Objective) and end with the work required to *Mobilize the "Dream Team"* (Objective). The series of activities leading to the completion of required documentation will not only inform the innovation itself but also the KPIs used to assess progress toward achieving the desired roadmap milestones.

The logic behind using required documentation to inform progress toward achieving a roadmap milestone is three-fold: First, by engaging in the activities required to put together required documentation (e.g., literature review), users will systematically work on fine-tuning components of a given innovation and increase its likelihood of achieving impact and scale. Second, required documentation enhances transparency, which in turn enhances clarity and team efficiency. Third, the required documentation will inform the development of key performance indicators needed to assess progress toward a roadmap milestone across innovations that may be significantly different from one another but share the overarching goal of developing and diffusing impactful innovations in the nonprofit space. As such, the required documentation caters to the overarching goals of the three roadmap milestones.

Roadmap Milestones and Their Overarching Goals

01

Design for Impact: Develop innovations with the highest chance of creating impact by carefully reviewing the available knowledge base and delineating the intended inputs, activities, and outputs needed to achieve the innovations' desired outcomes. This roadmap milestone also ensures that service delivery models have the necessary components that allow them to be evaluated— a key and important feature of the subsequent roadmap milestone.
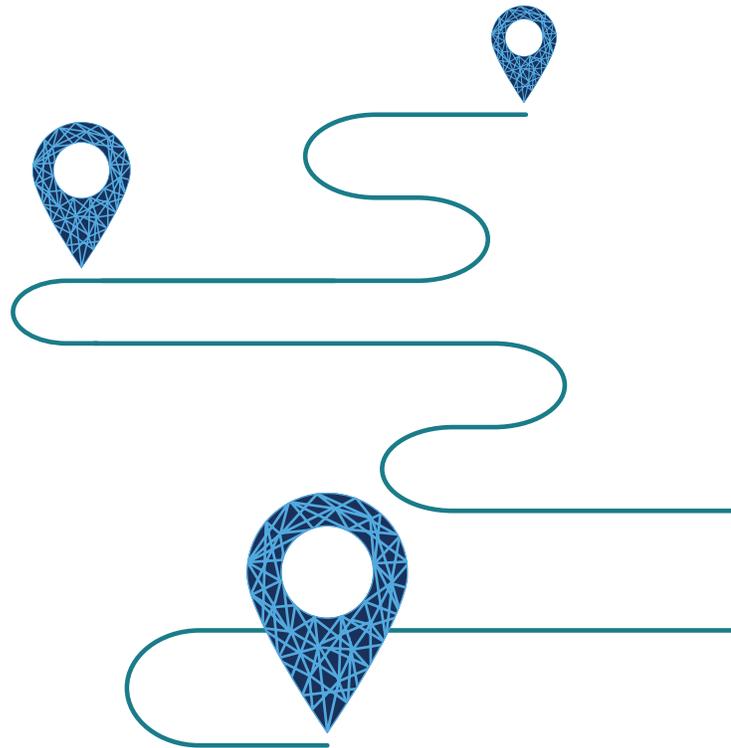
02

Demonstrate Impact: Test the implementation and effectiveness of the innovation in order to iteratively adapt/innovate it to ensure achieving the desired outcomes while minimizing harm to communities.

03

Disseminate Impact: Scale[13] and deliver innovations that have successfully demonstrated impact to as many communities as possible by making data-driven adaptations that will support the scaling of the innovation in sustainable ways.

- Once an innovation is scaled successfully, there may or may not be long-term plans for sustainability. Sustainability will be dependent on and responsive to the needs of the organization, community, and political contexts. As sustainability is a long-term objective, the scaled innovation should have continued relevance and impact on the needs of the various contexts.

Model Application to a Program, Product, or Service

These roadmap milestones, along with their respective objectives (see Figure 1) remain the same across a range of innovations (e.g., products, services, programs), but the required documentation varies depending on the type of innovation. This allows the model to provide an end-to-end framework of how and when to scale that is flexible enough to accommodate the varying degrees of complexity associated with different types of innovation while maintaining rigor throughout the journey.

Although innovations at CPE are structured as either products, services, or programs, the model has specific required documentation that varies depending on whether a given innovation is a program or not. Programs are the most complex offering, with interconnected activities that are intentional about measuring change, which in turn, require more work to design, demonstrate, and disseminate impact. Additionally, programs have a specific theory of change and logic model informed by the relevant scientific literature to date to guide the evaluation of such innovations. Products and services, on the other hand, do not. Lastly, programs facilitate change by guiding the activities of CPE employees in collaboration with end-users through established partnerships. In contrast, products and services facilitate change by providing end-users with needed resources to guide their activities after they have been delivered.

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[13] See Table 1 for a list of scaling approaches for impact (e.g., expanding an innovation's breadth of coverage, expanding an innovation's depth of services, etc.).

Conclusions

The current role of scaling within nonprofit organizations demands a re-examination of both the process of scaling and the allocation of resources to execute the work. The roadmap—*The Journey: How to Scale for Impact with Social Justice Innovations*—presented in this white paper provides a novel model to begin this work in a systematic and data-driven manner, in which social justice innovations are given clear guidance on scaling to disseminate the impact of reducing disparities in public safety.

Nonprofit organizations like CPE must build internal capacity, competencies, and efficiencies to sustainably innovate and redesign public safety systems. Unlike the for-profit sector, the evidence for how to scale has not been examined or tested in a comprehensive manner. This model provides options for implementation teams to prioritize the implementation of their innovations while considering the VUCA context for social justice innovations in the nonprofit sector. It also sets a precedent for defining an end-to-end process and metrics for how change can be implemented and scaled. By clearly mapping the conditions, context, and elements of scaling, the model allows nonprofit organizations to level-set with donors and funding organizations to tell the story of how they intend to realize impact and what is realistic, given the lifecycle of innovations.

CPE is focused on reducing bias in public safety systems via innovations that: identify drivers of bias; constrain risks for bias; resource and implement public safety redesign; and use lessons learned to improve our practice of innovation. However, we believe that this model provides a foundational framework that can be applied across a wide range of organizations looking to further social justice outcomes. Thus, we must first move this framework from the conceptual stage toward providing evidence of its efficacy and test it in a real-world setting. Next steps include deploying the model with either a new or existing CPE innovation, planning a design sprint to develop a dashboard and diagnostic products to undergird the metrics, and developing a governance model such that leaders and product owners understand their roles in deploying this model. The communities and law enforcement agencies that we partner with are grappling with questions about timelines for change, and the need for solutions now. Their engagement with CPE demands that we provide science for innovation in the real world, to facilitate change and also to pivot and learn as we implement this model, to ensure the realization of a just vision of public safety systems.

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Figure 1

Roadmap for Scaling Innovation

Objectives

Strategy Development

Create a Viable Innovation

Mobilize the "Dream Team"

Create a Workflow Infrastructure

Data-Driven Adaptations/Innovations

Develop Evaluation Infrastructure

Demonstrate Improvement

Launch and Evaluate

Refine Relevant Objectives

Achieve "Readiness" to Scale

Achieve Scale

Identify Scale Objectives

Milestones

Design for Impact
What resources and actions are required for success?

Demonstrate Impact
What works, reliably?

Disseminate Impact
After achieving readiness, what is next?

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