

# Audacious Change Is Possible



Annual Report 2019  
Center for Policing Equity



## **“True peace is not merely the absence of tension; it is the presence of justice”**

**—Martin Luther King, Jr.**

America’s justice system is so deeply broken that untangling the problems can feel insurmountable. Generations of discriminatory policing fuel injustices throughout our criminal justice system. No agency has had the knowledge, capacity, or resources to drive reform—until now.

**The Center for Policing Equity (CPE)** takes a radically simple approach to delivering justice: We measure it. Our Data Driven Interventions (**DDIs**) allow police and communities to measure unjust outcomes—and to identify the portion for which police should be held accountable.

In 2019, the TED Audacious Project fueled our plan to scale. Twelve months ago, we set out to:

1. advance our tools;
2. expand our coalition of stakeholders;
3. build an organizational structure that positions us for growth without decentering our values; and
4. elevate our voice.

Today, we share the breadth of the work our team put in to deliver on those goals.

### **Your commitment to justice supercharged the movement for reform.**

We experienced unprecedented growth, even as the wrath of a global pandemic overshadowed all else. We advanced our technology so we can produce solutions faster and more efficiently; refined the roadmap to deliver our DDIs to serve millions of people; and built the scaffolding to scale. We doubled our staff and surpassed our fundraising goals. We built relationships with state and local officials and increased the visibility of bias in policing to shape the national conversation around criminal justice reform.

We had a watershed year. Thank to you for leading the way.

The following report summarizes our progress from May 2019 through April 2020.

# PROGRAMMATIC STRIDES

Thank you for believing in equal justice. Scaling our Data Driven Interventions (DDIs) is the means to justice for millions of people. In the past, the demand for our services outpaced our capacity. But the technological and programmatic advances we made this year enable us to generate reports more efficiently so we can respond to the needs of every department interested in pursuing more just policing.

We uncovered large racial disparities in **use of force** across the departments we served this year (with data of sufficient quality to calculate it). But disparities tell only part of the story. When we account for the effects of crime and poverty, those racial disparities get smaller—which is why our results are so shocking.

The departments reported that **Black people were targeted for police force 8x more often than White people** when accounting for poverty and crime.

For Black people, **race was roughly 4.5x more predictive of being targeted for force** than poverty or crime.



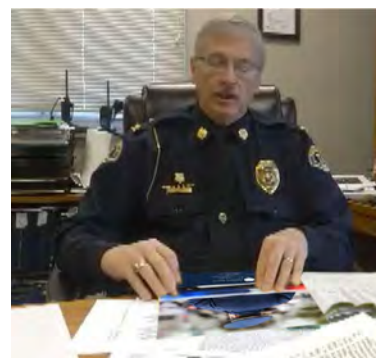
## GOAL

### 1

#### EXPAND CAPACITY TO DELIVER NATIONAL JUSTICE DATABASE REPORTS

Over the last year, we delivered the reports promised to our partner agencies, conducted site visits, and continued to refine the model to scale our DDIs. Although COVID-19 related travel restrictions forced us to cancel some of the site visits planned for this spring, **we met our objectives.**

One of our goals is to refine our metrics for impact. We are hiring new impact specialists to assess how changes in policing influence outcomes. As departments implement our recommendations, we are building proofs of concept in large, medium, and small cities across the country—each with a different economic profile. Those results will shape how we finetune our process and deliver more precise recommendations.



## DELIVERABLES: DDI DASHBOARD



## GOAL

### 2 REFINE & EXPAND TOOLS FOR OUR DATA DRIVEN INTERVENTIONS: Automate use of force analyses by race and district with socio-economic status controls

Over the last year, we advanced our technology in order to scale our production of city reports. We refined our Localized Automated Reporting Process (LARP), the data analysis tool we adopted in 2019, which proves faster, more agile, and more cost-effective than its predecessor. LARP's increased capacity enables us to improve our analysis plan, scale report production, and drive innovation.

## DELIVERABLES



**Scaled data processing and analytics, minimizing software and hiring needs**

- Focused hiring around Python-savvy data scientists
- Eliminated any immediate need to hire a team of software engineers
- Eliminated the need for custom-built, cloud-based software



**Improved our analysis plan to deliver recommendations informed by stronger quantitative analyses of the data**

- Designed and implemented new programmatic code templates for data analyses
- Tested various regression models (e.g., Bayesian linear regression vs. Frequentist modeling) to validate our current approach or identify a new one and provide the most accurate, useful interpretation of the data available
- Streamlined production of narrative explanations that accompany data to deliver reports more efficiently



## DELIVERABLES CONTINUED...



**Upgraded our technology:** LARP's data processing and analysis tools allow us to produce city reports more efficiently

- Increased processing speed to run larger datasets in hours, not days
- Automated process to clean and standardize critical data
- Increased capacity to conduct exploratory analyses to validate our models or reveal inconsistencies
- Eliminated bugs to improve functionality
- Enabled in-house data analysts to customize specific data-wrangling protocols for each dataset and tailor city reports depending on each department's needs



This year's technological advancements will save a projected \$3–4M in software and hosting fees, plus additional personnel costs.

## IN THE WORKS

- Applying data science to refine our technology and improve our ability to deliver actionable insights to our law enforcement partners
- Reviewing our existing security practices to ensure effective measures are in place to protect sensitive data
- Hiring an Impact Evaluation Specialist to assess the extent to which our work is contributing to criminal justice and socio-economic outcomes

## GOAL

# 3

**TEST DATA DRIVEN INTERVENTIONS & COMPSTAT FOR JUSTICE:**  
Conduct exploratory analysis: set up metric tracking; set up test site #1

We designed a replicable model to deliver our suite of technical services. Our DDI team produced a C4J Implementation Guide, finalized the blueprint for service delivery, and continued to refine the technical assistance portfolio. The team is now developing an evaluation plan and preparing for implementation.

## DELIVERABLES



**Refined the C4J technical assistance portfolio**



**Designed and refined our potential (non-philanthropic) revenue models**



**Created a market map** that illustrates the web of consumers (municipal law enforcement agencies), stakeholders (federal, state, and local government agencies), and potential funding sources (federal, state, and local funding mechanisms); foundations; and philanthropists



**Produced an Implementation Guide** (April 2020) that defines C4J's objectives, the criteria for departments to participate, and the outcomes departments can expect over time (Implementation Guide available upon request)

## IN THE WORKS

- Finalizing our evaluation plan to assess the impacts of our interventions based on key metrics and determine the elements necessary to scale

# SPOTLIGHT: Impact Beyond the Numbers



In October 2019, a White police officer shot and killed Atatiana Jefferson, a 28 year-old Black woman, in Fort Worth, Texas. The city's sixth deadly police shooting in 2019 rekindled pain felt for generations and threatened to ignite violent community unrest. Fortunately, none of that happened.

Having worked with the department through the National Initiative for Building Community Trust and

Justice funded by the Department of Justice, Fort Worth Police Department (FWPD) knew us well and we knew them. More importantly, they trusted us, in part because they knew we shared in their grief.

Jefferson's death happened just two weeks after Amber Guyger, the Dallas Police Officer who shot and killed Botham Jean, was convicted in a strikingly similar case. The 10-year sentence imposed for killing an unarmed Black man in his own home sparked national furor. Yet again, many felt our system failed to deliver justice. And, if the FWPD followed standard law enforcement protocol, they risked further enflaming racial tensions in the Dallas-Ft. Worth region.

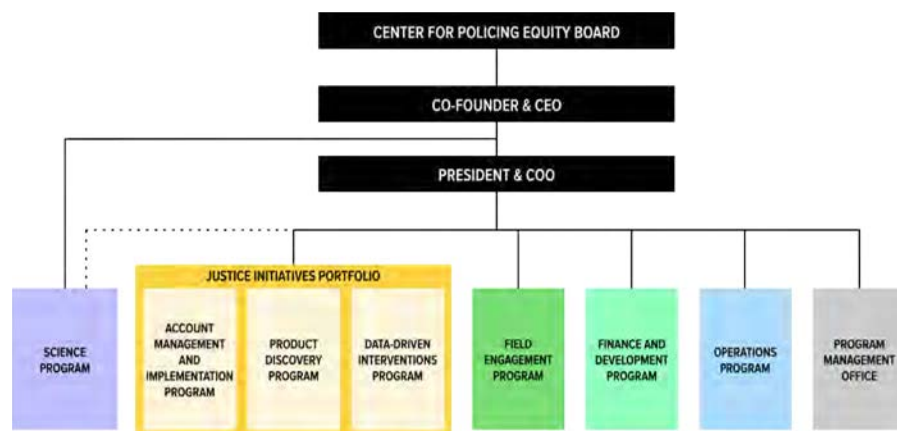
Our research demonstrates that building trust with communities, particularly in the wake of a tragedy, depends on transparency. We counsel all of our partner agencies to release footage quickly, fire officers who violate policy, and engage a neutral third-party to lead investigations. Still, most departments have regulations that allow them to dodge all three.

Interim Chief Kraus, however, followed CPE guidance and chose to ignore local statutes in favor of earning public trust. The FWPD released the bodycam footage (edited to protect the privacy of the child, Jefferson's nephew, who was with her) within 24 hours. They announced the intention to fire the offending officer had he not resigned already within 48 hours—an unprecedented move within a professional culture that avoids any action that might anger local unions. The department requested a federal investigation into whether Jefferson's civil rights had been violated during the same time period. And, Interim Chief Kraus launched a listening tour to allow the community and police to express their emotional and spiritual exhaustion.

No angry riots ignited the city. No shattered storefronts or blazing fires; no tear gas or rubber bullets. Instead, the tragic incident sparked an opportunity for reform.

Sometimes the story of what did not happen is the best story we can tell.

Our work with The Bridgespan Group (completed in December 2019) helped us translate what we do for our partners and design our organizational infrastructure around three primary categories: science; justice initiatives; and field engagement. We established CPE's new Policy Division to garner support for C4J at the state and local levels and cultivate state partnerships.



#### IN THE WORKS

- Hiring additional staff to grow our Government Affairs and Policy Division
- Refining the strategy to identify the target audiences for C4J
- Honing the messaging that will resonate with policymakers
- Planning the campaign strategy to build support with municipal law enforcement agencies, local government bodies, and state agencies

#### DELIVERABLES



Hired Marcus McKinney in December 2019 as the Senior Director of Government Affairs and Public Policy to grow a team to engage state and local officials



Identified the prospective state partners best positioned as C4J pilot sites based on a state's legislative momentum around criminal justice reform, data-driven policing, and CPE's existing relationships



Completed a comprehensive review of the field that included mapping out the competitive landscape



Conducted a political landscape analysis to identify the opportunities and threats at the state level

Following our work with The Bridgespan Group, we continued to build out the team that will deploy the strategic marketing plan and implement C4J.

#### DELIVERABLES



Tracie Keesee, CPE co-founder joined the leadership team as Senior VP of Justice Initiatives to spearhead building the department that will deploy the strategic marketing plan



Completed the C4J Implementation Guide: *COMPSTAT Blueprint for Justice*, provides the framework to operationalize our first demonstration site

#### IN THE WORKS

- Continuing to identify and recruit talent to deepen our existing relationships and broaden our reach
- Identifying C4J strategic partners
- Refining the assessment metrics that will guide selection of C4J's pilot site



# GROWTH + SUSTAINABILITY

Over the last year, we created the infrastructure to enable us to scale sustainably and foster a culture of innovation. We grew from a small, academic think tank to a robust organization positioned to lead a national movement to reform policing. We expanded our Board, doubled our staff, and re-structured our operations. And, we established a powerful fundraising engine and continue to cultivate prospective funders.

The complexity of what we do sets us apart from other mission-based organizations that focus on tackling a narrow segment of a problem. We operate in a multilateral ecosystem, and often, that means working with diverse constituencies that hold seemingly conflicting interests. To that end, our team's expertise spans law enforcement, technology, philanthropy, nonprofit management, academia, government, and public policy.

## GOAL

# 6

**HIRE TO PROVIDE DDIs AT SCALE:**  
Staff Administration & Ops, Finance, AMI, Research

Our commitment to building an organization that reflects the world we all work to make possible informed our growth over the last year. We recruited top talent with the skills and expertise to serve diverse constituencies. We worked with The Bridgespan Group to design a clear hierarchy that delegates our work across five divisions: Science; Justice Initiatives; Field Engineering; Finance and Development; and Program Management. Our new organizational chart clarifies roles and responsibilities and promotes collaboration. We adopted the RAPID tool to facilitate effective and efficient decision-making. And, we invested significant resources into maintaining the organizational culture so vital to our success. As we continue to expand our team, we remain faithful to the values that ground us and the principles that drive us.



## DELIVERABLES



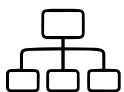
Added 24 new positions across all departments bringing our staff to 40 since April 2019



Launched an executive search process to hire a permanent COO and hired a Term-COO (April 2020) to lead operations and guide our strategic plan



Hired a contract recruiter (April 2020) to meet our target Q2-4 hiring priorities



Restructured our team to increase productivity and efficiency (See the Organizational Chart included in the appendices)



Launched a Program Management Office to ensure lean project planning, oversee change management, and track timelines and KPIs



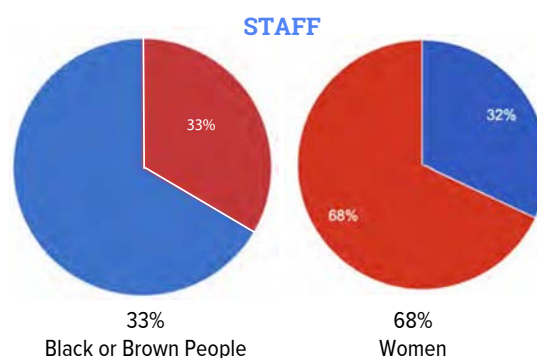
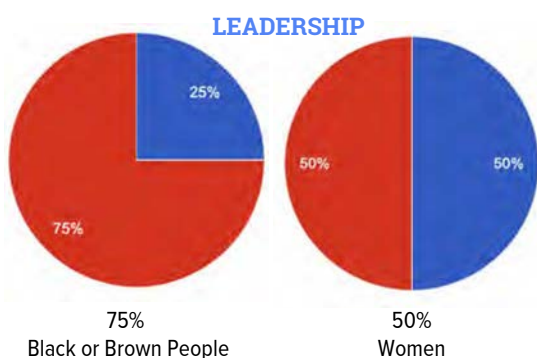
Hired a communications firm (April 2020) to hone messaging for targeted audiences and implement communications strategy across all platforms



## DELIVERABLES



Doubled our staff in the last six months, exceeding our projected staff growth for Year One



## IN THE WORKS

- Ongoing assessment of HR needs for each department
- Recruiting and hiring a COO to oversee operations and lead the organization's strategic vision
- Hiring additional staff, including analysts, to adapt our tools to the COVID-19 moment to ensure our work effectively serves law enforcement and the most vulnerable populations
- Hiring a Director of Communications to guide our strategic communications to national and regional audiences
- Hiring a Director of National Policy



**Our national team convened for a 3-day retreat at the Equal Justice Initiative's Legacy Museum and National Memorial for Peace and Justice in Montgomery, Alabama. As part of the Montgomery to Selma Historic Tour, we walked across the Edmund Pettus Bridge together—a poignant reminder of why this work can't wait.**

In order to position ourselves to scale, we strengthened our organizational governance, shored up our leadership team, and established systems to support a robust fundraising operation. We continued our work with Focus Fundraising to spearhead our 2-year fundraising plan (completed in July 2019), hired a seasoned professional to lead our in-house development team, and implemented a database to track donor engagement and contributions.

### DELIVERABLES



Raised \$2.128M, far surpassing our \$750K goal for Year One



Senior Development Director, Julie Macht, joined the team in July 2019, and kicked off a dynamic fundraising program



Increased individual donor base by 20%



Elected six new members to the Board of Directors in February 2020 (See appendices for Board List & Bios)



Confirmed Charles Phillip as Board Chair beginning in July 2020



Engaged donors and prospects in two successful outreach events, including hosting our first Immersive Experience in partnership with the San Francisco Police Department



New board member, Adam Savage (of *MythBusters* fame) hosted Conversations & Cocktails in his maker space, The Cave. We felt privileged to hear from Yale professor, Elizabeth Hinton, PhD, who reminded us how far we've come from when the laws of the land were explicitly racist and it was law enforcement's job to enforce them.

San Francisco Police Chief Scott, an Alabama native and the first Black Chief of the SFPD, described how his department's partnership with CPE enabled him to identify the "why's" behind the disparities that exist in his police department and institute changes that ensure the provision of equitable public safety.



SFPD gave our supporters a behind-the-scenes look at police training and patrol, putting sharp focus on the challenges officers face in their daily interactions with the community.



### IN THE WORKS

- ➔ Expanding the Board of Directors and establishing five Advisory Councils: Science, Policing, Community Engagement, Fundraising, and Executive
- ➔ Collaborating with our philanthropic partners, The Players Coalition, to hold the next Immersive Experience for 2020-21 (Stay tuned for details!)
- ➔ Creating virtual opportunities to engage supporters while keeping a safe social distance



# BUILDING MOMENTUM

Raising public awareness about racial bias in policing is critical to delivering on the promise of equal justice. Over the last year, we continued to build recognition for our Data Driven Interventions as the leading solution to change behaviors and, ultimately, to save lives. In September, we published a five-step policy plan for policing in America, *Re-imagining Public Safety: Prevent Harm and Lead with Truth*, in partnership with the Yale Justice Collaboratory.

Our leadership team championed our work through a broad range of engagements throughout 2019 and the start of 2020. Our team represented CPE at numerous events, testified at public hearings, and facilitated grassroots community conversations. We hosted a cocktail reception and breakfast at the Major Cities Chiefs convention, conducted a LEAP webinar broadcast to hundreds of chiefs and executives around the globe, and presented on bias-based training and policy at the Government Association of Race and Equity.

WORLD  
ECONOMIC  
FORUM

Dr. Phillip Atiba Goff is a Schwab Foundation Social Innovator and was named the organization's Social Entrepreneur of the Year.

**RAISING OUR VOICES:** As the 2020 campaign season ramped up, we worked to ensure that reform remained central to the dialogue around criminal justice. We advised all of the presidential candidates who sought our insight and they continue to use our language when they speak publicly about policing issues.



Dr. Phillip Atiba Goff spoke at the World Economic Forum's annual Meeting in Davos, Switzerland in January 2020.

**PROPELLING LEGISLATIVE ACTION:** We continue to advise local, state, and federal officials interested in using science-led strategies to re-imagine public safety.



Dr. Phillip Atiba Goff shared CPE's impact on policing at the NEXUS USA Summit in Washington, DC in February 2020.

# CHALLENGES & LESSONS LEARNED

We never would have predicted how a virus would change the world this year. No amount of strategic planning or risk assessment would have prepared us for a global health crisis like the one incited by the novel coronavirus. In a matter of months, the pandemic led to national lockdowns, crashed the world economy, and killed hundreds of thousands of people. And, like everyone, we are learning how to adapt.

Travel bans, stay-at-home orders, and restrictions on public gatherings imposed new obstacles to our daily operations. In the past, we relied on in-person site visits to our partner agencies to produce our interventions. We traveled frequently and met with legislators and stakeholders face-to-face to cultivate relationships, unblock data transfers, and raise our visibility. We recognize that factors beyond our control may affect our timeline, but our team continues to refine our DDIs and execute our plans. For the time being, however, we must adapt our operations and, simultaneously, address the immediate impact on law enforcement and communities.

**CPE exists at the intersection of communities and law enforcement.** As the virus spreads, our public health systems and economic safety nets are failing our most vulnerable communities. The cracks expose—yet again—how systemic bias endangers those who are vulnerable and fuels injustice. Black and Brown people in the U.S. are dying at alarming rates. Meanwhile, when those communities already most afflicted by crime need law enforcement, their fear of infection compounds their mistrust of police.

At the same time, our partner agencies face a new set of challenges. Police, like all first responders, stand on the frontlines without the personal protective equipment (PPE) they need to combat the spread of infection. Catastrophic rates of disease among law enforcement jeopardize public safety and threaten to hurt our most vulnerable communities. In the short-term, we are working with our partners to advocate for more officer testing, secure PPE for officers, reduce low-level enforcement, and resist criminalizing quarantine violations. And, we are adapting our work so we can help shape the response to future public health crises in the U.S. and around the world.

Public health often begins with public safety. As we come to terms with the immediate changes to our daily lives and set out to understand the enduring impact, one thing is certain: **Our work is more important than ever.**

# THANKS TO YOU, AUDACIOUS CHANGE IS POSSIBLE

**Our Data Driven Interventions save lives.**

Today as a global health crisis unleashes economic upheaval and rampant mistrusts threaten to unravel our democracy, our work takes on renewed importance. We bring people together—regardless of race, religion, sexuality or politics—to find common ground around equitable policing.

We provide concrete solutions to the inequitable policing and public mistrust of law enforcement that have plagued generations. Our tools rely on rigorous science and smart technology to empower police and communities to re-imagine public safety. Our partners are committed to pursuing reform – and we, more than ever, are ready to help them.

**Together, we can make good on the promise of equal justice.**