Getty Photo: Craig F. Walker

CENTERING COMMUNITY TO SPUR PROGRESS

ANNUAL REPORT 2021

Center For
POLICING EQUITY

WE BELIEVE
THAT PUBLIC
SAFETY ROOTED
IN SCIENCE
AND POWERED
BY COMMUNITY
CAN DELIVER
ON THE PROMISE
OF JUSTICE.

P·E Center For
POLICING EQUITY

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Los Angeles, CA 90067

centerforpolicingequity.org

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"THE FUTURE IS ONLY WHAT WE INSIST IT BECOME.

— *Dr. Phillip Atiba Goff*

The movement for Black liberation—yet again—faces amplified opposition on the heels of progress.

Last year, fresh political optimism and cries for justice inspired policymakers, activists, and community members to seize on opportunities to drive change. And, in spite of the political dysfunction that thwarted legislative progress, communities across the country have championed solutions to deliver public safety more equitably.

Our work now is to realize the change we need today while we carve the path to the future we want to see.

Last year, even amid the prolonged uncertainty of the pandemic, we doubled our staff, outpaced our fundraising goals, and accelerated our work to meet the escalating demand for change.

You made that possible.

More than 34 communities, police departments, and political leaders around the country worked diligently with us to transform the systems that keep people safe. Last year, in places like Ithaca, NY, and St. Louis, MO, we brought people together and used data to uncover what harms communities and to inform how communities move toward their visions for public safety. Cities like Sacramento, CA, Norman, OK, and San Diego, CA, made our data assessments and recommendations available to the public through our new Justice Navigator web app. In Virginia, the Norfolk Police Department committed to addressing the root causes of racially disparate policing outcomes through COMPSTAT for Justice. We helped Portsmouth, NH, design more robust practices to collect data. And we spoke regularly with thought partners in places like Contra Costa, CA, and Philadelphia, PA, to

support their efforts to pursue more equitable ways to keep people safe.

At the same time, grave legislative failures underscored that our work is far from done. Last year, federal lawmakers failed to pass the George Floyd Justice in Policing Act, the Mental Health Justice Act, or Build Back Better. That's why we are expanding our research portfolio, honing our data-driven interventions, and building a robust team of policy experts so we make bigger strides next time.

Now, in light of political headwinds and the crises overseas that have captured political attention, our job is to continue helping communities craft new worlds from the ones we imagine. We were doing this work before the nation was paying attention, and we are committed to continuing while attentions wander. We will not stop until we achieve the promise of justice.

We are grateful to have you by our side.

Together, we are transforming public safety.

P hillip b. Goff

Dr. Phillip Atiba Goff

STRATEGY

WE LEVERAGE BEHAVIORAL SCIENCE, LAW ENFORCEMENT EXPERTISE, AND THE POWER OF COMMUNITIES TO TRANSFORM UNJUST SYSTEMS OF PUBLIC SAFETY.

COMMUNITY ENGAGEMENT

REDUCING POLICE HARM

PUBLIC SAFETY

JUSTICE NAVIGATOR ASSESSMENTS

THOUGHT PARTNERSHIPS

STRATEGIC PARTNERSHIPS

COMPSTAT FOR JUSTICE

POLICY & LEGISLATION

SOCIAL DETERMINANTS OF PUBLIC SAFETY RESEARCH

Since we started this work in 2008, we have pioneered harm reduction efforts by forging partnerships with law enforcement to deliver more equitable public safety to Black, Brown, and other vulnerable populations.

Over the last two years, the nation's appetite for transformation has accelerated our work within communities to elevate the voices of those who have been—and continue to be—most affected by burdensome policing. Working both inside and outside of government systems, we use scientific research to inform police practices, community-driven solutions, and legislation so the most vulnerable communities are protected.

We remain in awe of the commitment, ingenuity, and dedication of the growing coalition of community members, activists, law enforcement leaders, nonprofit organizations, policymakers, allies, and philanthropists. Without you, this work would not be possible.

Solutions start with science.

Renewed public attention to police funding has sparked heated discussions about how public safety resources are, and should be, allocated. The work we did last year reinforced how data science can help illuminate the path forward.

As more and more communities across the country set out to rightsize public safety budgets and reduce the footprint of police, we recognized the importance of assessing existing community needs, police response, and gaps in service. We started by examining 911 data from dozens of U.S. cities to investigate the calls for service initiated by the community (as opposed to initiated by officers) and to determine when alternative responses like mental health professionals, social workers, or other trained civilians could be more effective. Our findings will support communities pursuing innovative, evidence-based solutions.

We used data to lift up people's lived experiences.

In many places where we worked, the legacy of mistrust between community members and police has fueled emotionally charged debates about public safety. We heard people in Black and Brown communities describe their experiences with abusive policing; for their part, police officers described the toll of intense stress and overwork. We examined police data and identified patterns that resulted in racially disparate outcomes, revealing unprecedented staffing shortages and long shifts that are likely drivers of excessive police use of force, force that harms Black and Brown people disproportionately. In addition, our analysis of calls for service exposed an overwhelming reliance on armed responders despite data showing that, in most U.S. cities, violent crime accounted for only 2 to 10% of calls; this finding illuminates a stark disconnect between community needs and the deployment of resources. By delving into their own data together, communities, law enforcement, and city leaders were able to design more effective, transparent, and equitable systems to keep people safe and hold each other accountable.
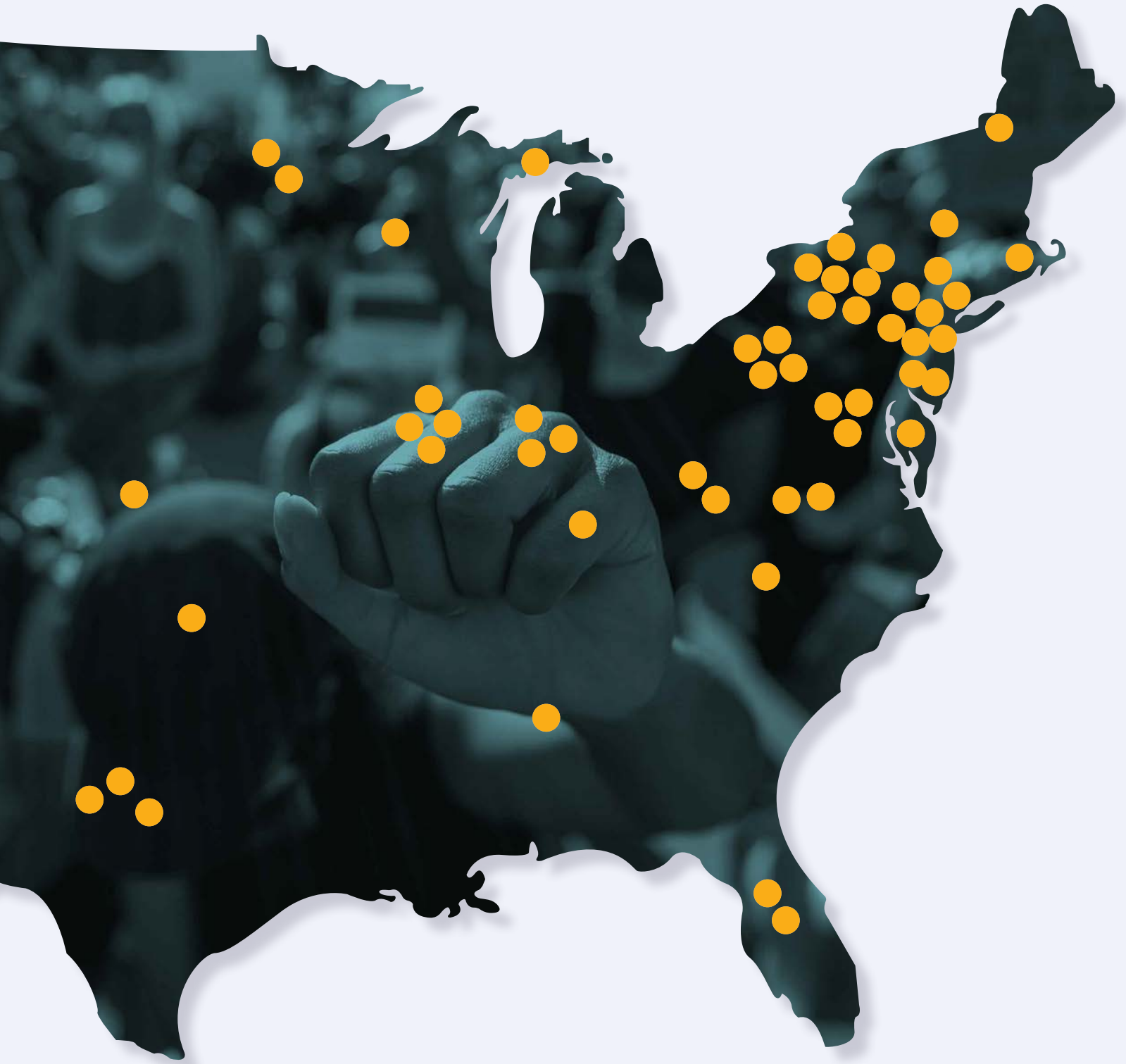
IMPACT

Since founding CPE,
we have served

60
**Law Enforcement
Agencies**

85.2M+
**People in the
United States**

YOU ARE MAKING
JUSTICE POSSIBLE

COMMUNITY SPOTLIGHT

Ithaca Community Leaders Reimagine Public Safety… With Care

When Eric Rosario and Karen Yearwood agreed to co-lead the City of Ithaca's Working Group to address Reimagining Public Safety, in June 2021, they wanted to improve the lives of everyone in their community, especially people most affected by systemic racism.

Rosario found inspiration in a sign he'd seen at a local protest following the murder of George Floyd. It said, "Thoughts, Prayers, Action," with "Thoughts" and "Prayers" crossed out.

Rosario recalls thinking, "What am I going to do?"

Yearwood, observing inequities in policing, was mulling a similar question. "I always remember Dr. Martin Luther King Jr.'s quote: 'Life's most persistent and urgent question is, What are you doing for others?'" she says.

The answer: With CPE's support, Rosario and Yearwood stepped up to lead a group of community members and law enforcement representatives tasked with listening, gathering information, and forging a plan for comprehensive, meaningful change.

CPE's data analysis, subject-matter expertise, and project-management guidance helped the community and police "work together better," Rosario says.

In March, the group delivered its first report to the Common Council, the city's legislative body. Recommendations include naming a new umbrella agency for public safety led by a civilian commissioner; establishing 911 call delineation between armed and unarmed responses; and reconceiving staffing, training, beat design, and shift assignments in response to concerns about officers' mental health, which, if not addressed, could lead to more biased outcomes.

Rosario says he's proudest of the care the report shows for both the community and the officers "in the way we're trying to increase accountability and build trust."

"We're seeing everyone as human beings trapped in a centuries-old system and trying to address everyone trapped in there," he says. "By looking at those most impacted, hopefully we're able to make things better for everyone."

"

We wanted to change the trajectory of public safety, look at alternative ways of doing things, and make a difference for those people who need the difference made."

— *Karen Yearwood, Co-Leader of the City of Ithaca's Working Group to Reimagine Public*

"

**{CPE} gave us a road map that we could make our own for Ithaca."**

— *Eric Rosario, Co-Leader of the City of Ithaca's*

DATA DRIVEN INTERVENTIONS

Justice Navigator

Last September we launched a user-friendly online platform that allows communities and law enforcement to use data to promote transparency and accountability. CPE's Justice Navigator uses streamlined technology to interpret data from our law enforcement partners and share the findings, along with actionable recommendations. By investigating racial disparities in use of force, vehicle stops, and pedestrian stops—and identifying the risk factors agencies can control, like practices and policies (as opposed to poverty, crime rates, or other external factors)—communities and law enforcement are better equipped to make changes that will advance more just and equitable policing.
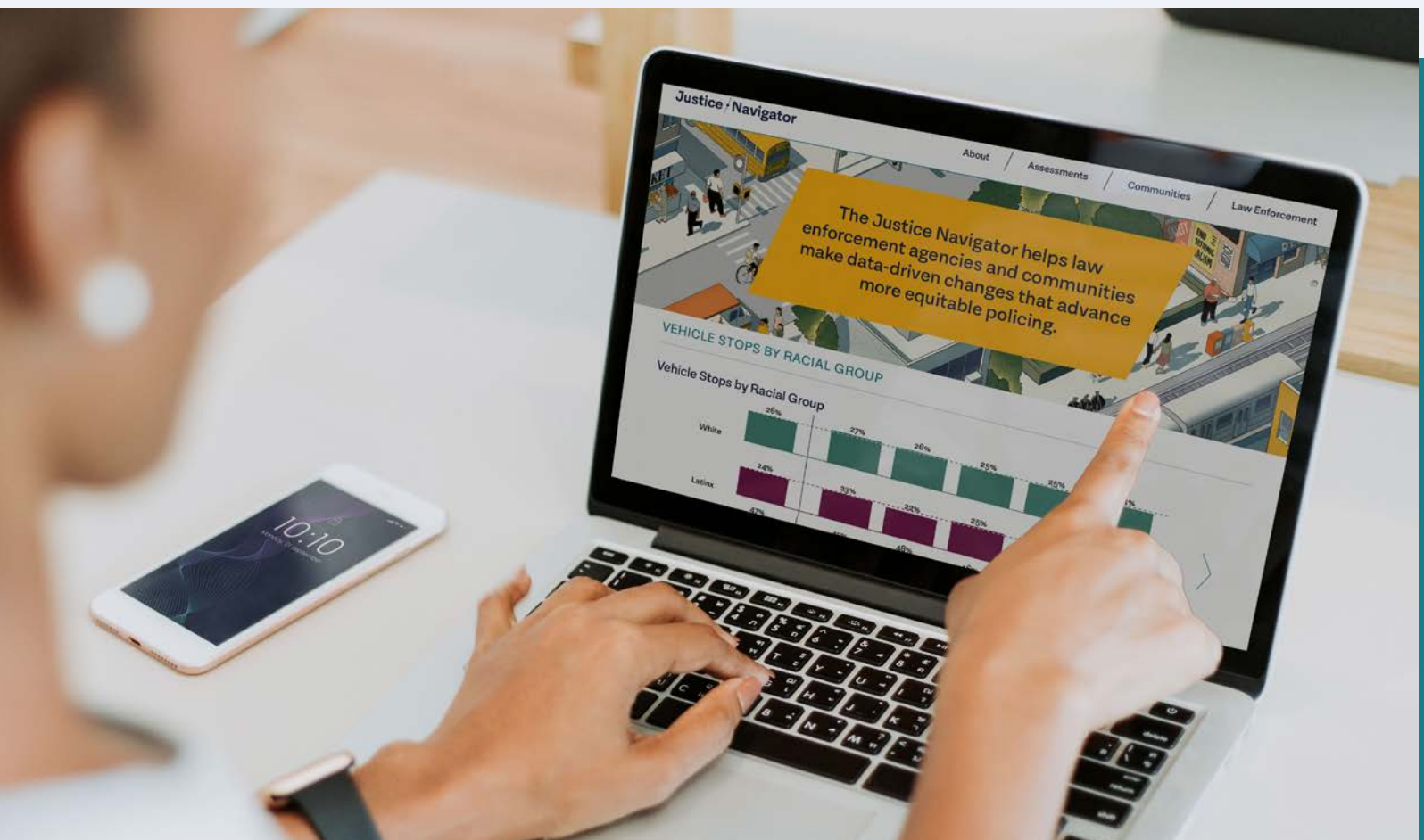
COMPSTAT for Justice

The Norfolk Police Department (NPD) kicked off a multi-year partnership to pioneer our innovative approach to long-term change. COMPSTAT for Justice builds on Justice Navigator's data-driven methodology by adding hands-on technical assistance to manage risk factors for racial disparities. NPD embarked on its COMPSTAT for Justice journey last summer, beginning a 3- to 5-year effort to build a more just public safety system that centers community, equity, trust, and transparency. We are working closely with NPD to examine police records, conduct community interviews, and facilitate focus groups that will inform solutions to keep all people in Norfolk safe.

NORFOLK, VA

How Norfolk Is Using Data to Drive Change

Some kids dream of becoming police officers. Michele Naughton-Epps—Norfolk, Virginia's first Black woman assistant chief of police—never did.

Born in Norfolk and raised primarily in New York City public housing, she experienced homelessness and domestic violence growing up. Encounters with police created the perception they were "not friendly," she says.

"I didn't feel like the officers cared about me, and I didn't want to be that officer," AC Naughton-Epps says of her outlook before entering the academy in 2000, at her mother's urging and with 1-year-old twins and a 6-year-old child at home. At the NPD, however, the officers are "the exact opposite" of those she encountered elsewhere as a child, she says.

"I have seen the most authentic and genuine care for the community and especially the children," AC Naughton-Epps reports, noting that NPD officers "volunteer their time to enhance the relationship through engagement" in more than 20 outreach initiatives.

"To truly work in a community, you have to care about the community," she adds.

In her 21 years on the force, AC Naughton-Epps has prioritized building community trust, which she says "truly impacts and negates crime."

In those efforts, she believes, accountability and transparency are paramount—and she's thrilled that NPD has partnered with the Center for Policing Equity to investigate racial disparities and inequities in policing as a trailblazing COMPSTAT for Justice site.

"I'm so privileged and blessed to work with the CPE team," she says. "When you talk to members of the Black and Brown communities, they'll tell you about the racial disparities they experience, but the research helps identify what's behind those disparities so you can look at policies that improve the relationship with the community."

AC Naughton-Epps looks forward to using data analysis to allocate resources and build strategies to eradicate bias and disparate treatment.

"I'm excited to see what the research says and what the recommendations will be for us to bridge those gaps between officers and the community," she says. "Here in Norfolk, we have good relationships, but I believe we can always do better."

> **CPE is like our bridge to get to a better place."**

— Michele Naughton-Epps, Asst. Chief of Police, Norfolk Police Department

WE USE SCIENCE TO SHAPE POLICY

During a year when cultural and political backlash eroded national progress, we used data to dispel misinformation, amplify the voices of those historically left out of the conversation, and harness the power of communities.

We stood with activists, chiefs, and elected officials making important strides in reshaping policies. And we galvanized relationships with policymakers, legislators, allies, and stakeholders, continuing to champion comprehensive state and federal legislation on use of force, data collection standards, school policing, and alternatives. Now we are deepening our research portfolio, scaling our data-driven interventions, and broadening our reach to influence structural change.

National Policy Scan

We conducted a comprehensive review of policing legislation, promising policy interventions in the areas of state regulation of policing, alternative models to police response, and social determinants of public safety. Our findings will inform tools for community members, policymakers, and elected officials who are redesigning public safety in their communities.

Resources for Public Safety Redesign

Our new series of public policy briefs tackles topics including traffic safety, policing in schools, and emergency mental health response.

Getty Photo: David Livingston

CPE's team works with our St. Louis community and law enforcement partners.

MEDIA HIGHLIGHTS

C-SPAN — [Politics and Public Policy Today](#)

CBS NEWS 60 MINUTES — [Reimagining Police Departments with Safety and Justice in Mind](#)

NEW YORK PUBLIC RADIO — [How Policymakers Are Twisting 'Defund the Police' into 'Refund the Police'](#)

npr HIDDEN BRAIN — [Changing Behaviors, Not Beliefs](#)

The New York Times — [A Mental Health Crisis Is Not a Crime](#)

[SEE THE COMPLETE LIST OF MEDIA HIGHLIGHTS](#)

POWERED

We continued to grow rapidly last year, nearly doubling our staff in order to match the escalating demand for our work.

BY PEOPLE

We remain committed to cultivating a team of staff and a Board reflective of the diverse constituencies we serve and whose talent and expertise equip us to deliver a robust set of tools to communities nationwide.
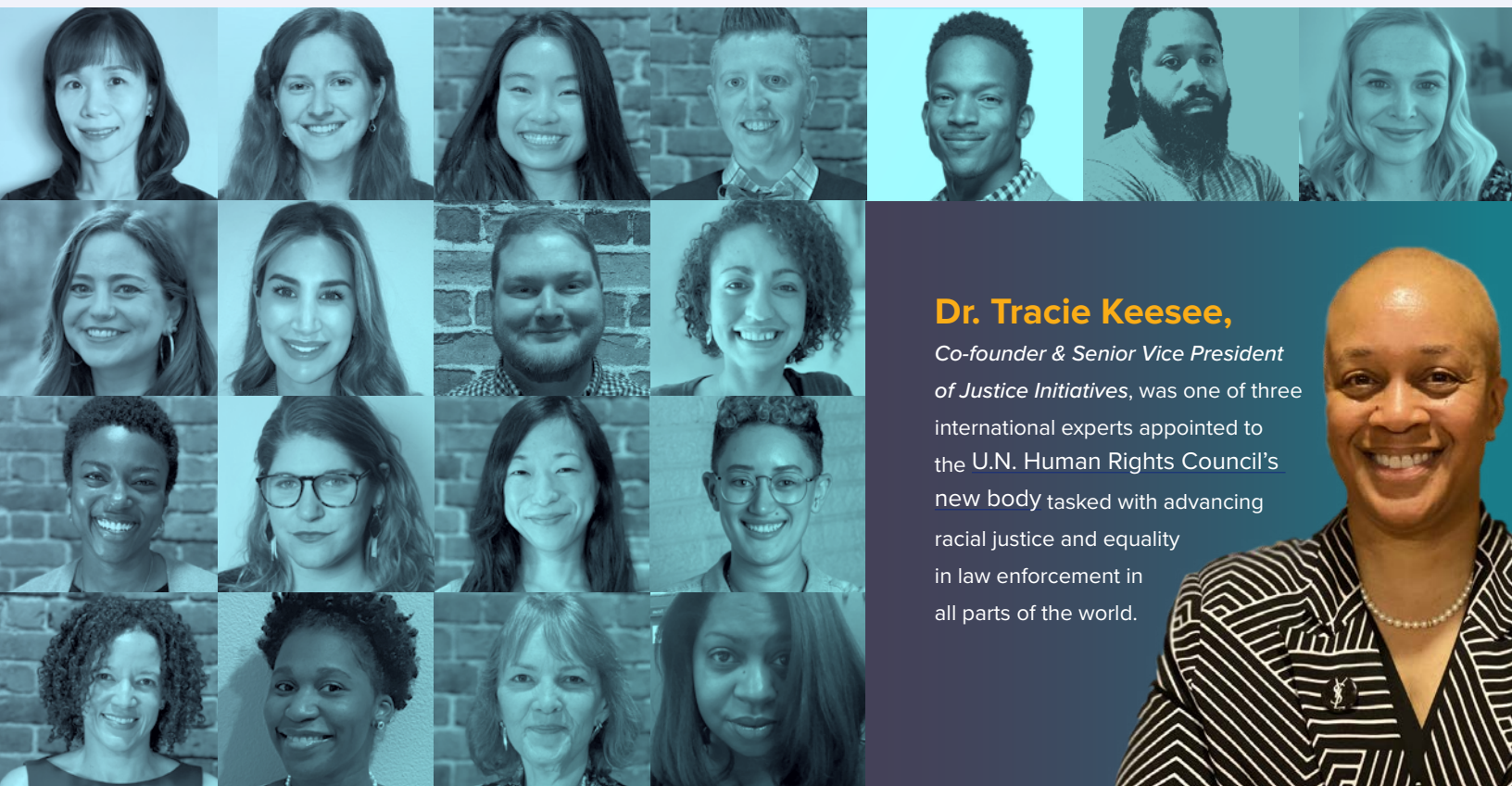
Dr. Tracie Keesee, *Co-founder & Senior Vice President of Justice Initiatives*, was one of three international experts appointed to the U.N. Human Rights Council's new body tasked with advancing racial justice and equality in law enforcement in all parts of the world.

2021 FINANCIALS*

Thanks to you, we raised $17.3 million last year. We could not have done that without you.

SOURCE OF FUNDS

$381,508
$306,290
$1,279,826
$4,426,179
$10,904,272
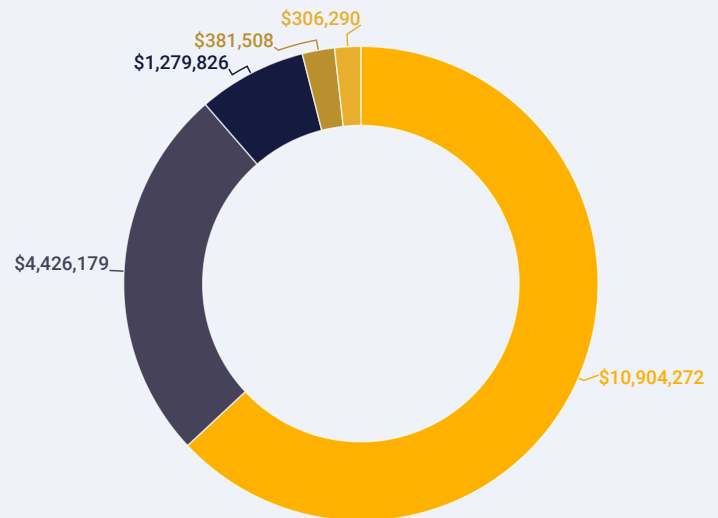
- ■ Foundations ■ Corporate ■ Individual ■ In-kind Revenue ■ Other Income

USE OF FUNDS

$583,867
$1,689,840
12%
$2,337,103
16%
51% $7,395,195
$2,476,402
17%
4%
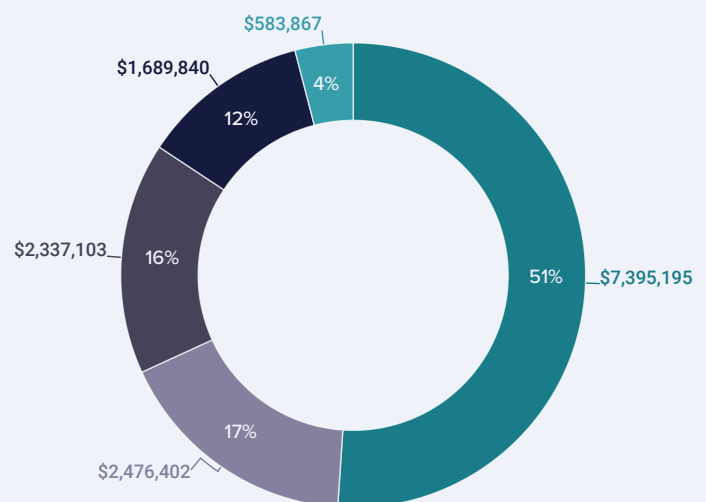
- ■ Harm Reduction ■ Administration ■ Public Safety Redesign ■ Fundraising ■ Science

CPE SUPPORTERS

Contributions from individuals, corporations, and foundations, power all of our work.

Your support is making it possible for more communities to accelerate their journeys to justice.

BOARD OF DIRECTORS

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Ed Zimmerman, JD, Vice Chair

Kimberly Bryant

Phillip Atiba Goff, PhD, Ex-Officio

Why I Give

"

I am a woman of humble means, so I am ecstatic to share that after my presentation, my colleagues at Capital Group voted to reward CPE $50,000! As we look back in history, I hope that my girls will see that we made progress and that policing looks different and more equitable."

— Monica Godinez,
Workplace Giving, Capital Group

"

I presented {CPE's} work to my large family foundation, and everybody was excited by the scientific basis of your work. The fact that it is evidence-based was very significant to my family, which includes a number of scientists."

— Anonymous Donor, *Family Foundation*

WE ARE WORKING TO IMPROVE THE SYSTEMS WE HAVE WHILE BUILDING THE FUTURE WE NEED.

THANK YOU FOR STANDING WITH US.

TOGETHER, WE ARE FORGING THE PATH TO JUSTICE.

LOREM IPSUM

Center For
POLICING EQUITY

APPENDIX 1

ANNUAL REPORT: MILESTONES
May 2021 & April 2022

INVESTMENT GOALS	DELIVERABLES	RESULTS
GOAL 1: **Deliver National Justice Database reports to partner agencies**	**Deliver Justice Navigator Assessments (JNAs)**	**Data-driven Interventions (DDI) Dashboard** • 9 Justice Navigator Assessments delivered to departments since April 2021. • 2 more Justice Navigator Assessments will be delivered to departments by April 30, 2022. In Q4 of 2021 and Q1 of 2022, we invested significant resourcing of our data science team toward enhancing our data operations processes. To help drive these improvements, we hired a technical consulting firm, 8th Light, which partnered with our engineers and data scientists. As part of this engagement, we: • audited and refactored our data prep and analysis codebase (which powers the Justice Navigator); • improved our coding practices and processes; • introduced new software tools; • developed a more maintainable Extract Transform Load (ETL) code and architecture; and • improved our prep and analysis tools and processes, which we anticipate will enable us to analyze law enforcement agency (LEA) data more efficiently. Because our team's efforts were heavily devoted to this work, the number of JNAs produced in this time period was significantly lower than Q1 and Q2 of 2021. However, we expect to ramp up JNA production capabilities starting in Q2 of 2022 (in large part because of the process improvements).
	Number of agencies from whom we've collected data	Collected data from 12 police agencies.
	Number of site visits conducted	Completed 14 site visits to partner agencies across the country.
	Total population served by DDIs	To date, CPE has served 85,281,998 people in the US with our evidence-based interventions.
	Progress toward reducing racial disparities in policing outcomes & developing an initial report to provide a baseline measure for impact	CPE has built the team to conduct and design the evaluations of our 3 lanes of work: 1) National Justice Database (NJD)/JNA/Data Gap Analyses (DGA), 2) COMPSTAT for Justice, and 3) Our Redesigning Public Safety & Strategic Partnership work. However, to date, our evaluation team's ability to measure our impact has been severely curtailed by COVID, specifically its effect on policing and our ability to track impact data. In light of what this country experienced during the past 2-plus years, the scientific consensus is that evaluating our interventions over that time period could result in misleading conclusions about the effects our evidence-based interventions had on promoting justice.

| | **Progress toward reducing racial disparities in policing outcomes & developing an initial report to provide a baseline measure for impact CONT.** | For the last 5 months, our team has been designing evaluations that can demonstrate how our harm-reduction interventions affect key outcomes, including use of force and stops. We are also developing systems to track the interim outcomes around the policy and practice changes that result in reductions in biased policing behaviors. These include, for example, changing how a department collects data, suspending enforcement of low-level traffic infractions, or adjusting the consent search standard from reasonable suspicion to probable cause. Tracking these interim outcomes is necessary to create interventions that drive systemic change.

Additionally, we are excited to announce a 3-year partnership with the American Institutes for Research, which will be supporting us in building out our data infrastructure and providing technical assistance to increase our evaluation capacity. |
|---|---|---|
| **GOAL 2:**

Refine + expand tools for our data-driven interventions

Automate use-of-force analyses | **Automate vehicle and pedestrian stop analyses** | We have continued improvements to data prep (the process by which we clean and standardize data in preparation for analysis) and analyses processes and tools. We have invested in enhancing the efficiency and auditability of our Justice Navigator (JN) data-cleaning and transformation procedures [see Image 1].

This past year we:

- began building our metadata collection tool, which will enable us to systematically record information about LEA data. This will allow us to more quickly and accurately confirm that our data quality standards are met before and during production of a JNA;

- moved our codebase into a continuous integration (CI) environment, which has improved the integrity of both our data prep process and outputs and made both more structured. As a result, we have better transparency about where and how data is generated. This has also given us a foundation to further improve our data prep/analysis code and workflows and made it easier to share tooling between data prep and analysis;

- conducted substantial refactoring of both prep and analysis code, making our product more transparent, more reliable, and less error-prone.

Additionally, we have continued pursuing analytic innovation to better align our JN product with CPE's investment in public safety redesign. Specifically, we have launched our new geospatial analysis of the distribution of calls for service across neighborhoods (heat maps), providing this analysis to our first 2 JNA partners in December.

We plan to add 2 new analyses in the Q2 of 2022:

- Call for Service Call Type analysis, intended to visualize the scale and scope of community demand for police services (because we know that understanding community demands for public safety services is a key component of data-informed efforts to rightsize law enforcement and redesign public safety).

- Age analysis, intended to tell whether racial disparities are greater among particular age groups (e.g., children and teenagers), taking into account each racial group's share of the age group population (because we know that communities have long expressed concern about police mistreatment of children who are too young to be criminally accountable for anything). |

	Automate vehicle and pedestrian stop analyses CONT.	**Climate survey update:** We are establishing new data-informed resources to support LEAs in their efforts to enhance equity in their policies and practices. We administered a pilot version of an LEA climate survey, which measures officer sentiment and risk factors for bias, to one large police department. We are now using this pilot data to validate and further specify our survey measures and enhance our administration procedures. We have also convened a working group to review the survey instrument and ensure it is aligned with our mission. We anticipate submitting an updated survey instrument and administration procedures midway through Q2 2022. **Policy Foundations for Equitable Policing:** We have finalized the guidelines for a new policy review product titled "Policy Foundations for Equitable Policing" (formerly known as "Small LEA Policy Review") and have kicked off recruitment with eligible agencies. This product involves policy experts reviewing departmental policy documents, interviewing a member of the command staff, and then providing targeted recommendations on improving data collection; administrative policies; high-level accountability mechanisms; and community engagement next steps.
	Justice Navigator Updates	**Soft launch and public launch of the Justice Navigator** In July, CPE began a soft launch of the JN site, delivering JNAs to agencies prior to public launch. This allowed us to partner closely with the agencies to ensure they understood the new platform, engage with their analyses, and share feedback and questions that we could address prior to public launch. On September 29, CPE completed a successful public launch of the Justice Navigator. The launch event — a town hall including a diverse panel of experts and a demo of the product — was attended by over 300 people and generated over 1,000 new visitors to the JN site. The launch also garnered national media placements, including in Fast Company and Black Star News. Since October, CPE has worked to enhance rollouts to ensure the effective public rollout of these JNAs to community and law enforcement partners. We have shared collateral and public presentations on key findings and next steps and provided expert presentations to oversight boards and community groups at public rollout events in Sacramento, CA, Norman, OK, and San Diego, CA.
GOAL 3: **Test data-driven interventions and Compstat for Justice (C4J)**	**Deliver results at C4J test sites**	C4J launched a partnership with the Norfolk, VA, Police Department in July 2021, and has since completed enrollment and onboarding of the agency partner, collection and preliminary analysis of data, and engagement with community stakeholders. These conversations are vital preparation for the rollout of focus groups, town halls, and interviews with community members and elected officials to garner qualitative data in Q2 2022. In Norfolk, the C4J team has: • gathered extensive background research on agency, political, and community context; • completed a policy review;

Deliver results at C4J test sites CONT.	• gathered preliminary input from 16 community and government contacts on topics ranging from their perception of CPE's involvement in Norfolk to their thoughts on harm reduction and systems redesign;
	• collected primary data from 6 focus groups with law enforcement personnel and 5 interviews with command staff about policies and procedures.
	• collected and analyzed all stop and use-of-force data, and initiated the JN analysis — the first step in the C4J Needs Assessment — to be completed on April 5.
	After updating the site selection process to reflect the intensive work of a C4J partnership, we approached 4 departments in 2021 for conversations about fit and interest. We selected the San Francisco Police Department, and in March 2022 the agency committed to continuing its long relationship with CPE and to engaging in further disparity reduction partnership work with the C4J team. The C4J team is currently scoping the specific ways it can help the agency reach its goals of identifying the systemic drivers of disparities, understanding why past reform efforts did not yield intended results, and engaging with the community as co-creators of reforms.
Develop initial product and revise future scale targets for C4J	The C4J team leadership has assessed lessons learned from demonstration sites that can be leveraged into a model for scaling C4J to increase impact. A long-term talent acquisition and hiring plan has been crafted internally, and the service delivery model has been examined for ways to ensure adaptability to multiple agency and sociopolitical contexts. San Francisco is a perfect demonstration site to test the model's adaptability given the unique needs of the agency.
	We are analyzing Norfolk's data in order to produce a JNA, which will inform C4J Needs Assessment research and analysis. Data collection has been complex and the C4J data specialists have had to work extensively with Norfolk Police Department to meet our data quality requirements. We are on track to complete the Norfolk JNA in Q2 of 2022.
Develop an initial report to provide a baseline measure for impact of C4J	CPE completed a mid-term formative evaluation for the Seattle Police Department that was very informative in adapting our implementation model for Norfolk. We are now in the process of developing a mid-term formative evaluation for Norfolk. We have also contracted with an external consultant to create an Economic Impact Evaluation.
Collaborate with and advise communities, local and state governments, law enforcement, and other local stakeholders on designing and testing new approaches to public safety	The C4J team has led efforts to integrate community-centered research (CCR) strategies into the model for our data collection and research design. Among other things, CCR engages community members as co-creators of the research process, decolonizing knowledge systems and acknowledging different ways of "knowing." CCR breaks the cycle of exploitation of communities of color in research.
	At the request of Norfolk city officials, the C4J team provided early recommendations on improvements to the Norfolk Police Department analytic and data management capacities and provided high-level feedback to inform the City Manager's work to create the framework for the city's new civilian oversight committee.

	C4J Hiring	The C4J team has completed hiring of all essential staff for implementation of work in its demonstration sites. This included hiring 4 additional staff members, including a Director of Research and Implementation Strategy who has enhanced measures to protect research integrity and rigor of implementation.
GOAL 4: **Develop state strategy plan**	**Offer strategic partners support from light-touch advising and thought partnership to strategic collaboration.**	The Triage Response Team (TRT) offered strategic support to public safety systems across the country, consolidating, categorizing, and triaging requests that seek to redesign public safety and engage in harm reduction work. Their work includes 1) rapid advising/light-touch work, 2) technical and data assistance, and 3) longer-term partnerships that offer actionable recommendations or directives. **Light-Touch Highlights** • Provided light-touch advising to 11 agencies and organizations in various requests to support local harm reduction and public safety redesign efforts. • Met with New York City's Civilian Complaint Review Board providing insights on best practices and guidance for the newly hired director of the racial profiling unit in October 2021. • Partnered with Caroline Cullinan, a Master's student in Engineering and Policy Analysis with a specialization in community resilience at Delft University of Technology (Netherlands), in her thesis project researching serious gaming designed to reduce police bias and repair relationships with community. • Advised Portsmouth, NH, Police Chief and Oversight Board on their data collection practices and their Computer-Aided Dispatch (CAD) and Record Management Software (RMS) capacity. **Thought Partnership Highlights** • Offered actionable recommendations or directives in local harm reduction and public safety redesign efforts to 9 agencies. • Partnered with Fairfax County, VA, Police Department beginning in August 2020 to develop a strategy for the countywide One Fairfax Equity Plan rollout. In January 2021, the department decided to incorporate the Procedural Justice and Implicit Bias training program developed in collaboration with CPE, the Yale Collaboratory, and the Department of Justice's National Initiative for Building Community Trust and Justice. • Held 20+ meetings with FCPD trainer to share strategies to overcome barriers to the One Fairfax Equity Plan. • Served as a thought partner to the Deputy Public Defender in Contra Costa County, CA, to reimagine public safety by centering communities that experience burdensome policing. • Supported the City of Philadelphia's Office of Criminal Justice (OCJ) with the Arrest Data Diagnostic Project. The Arrest Data Diagnostic is an initiative that is part of a larger reform effort supported by the MacArthur Foundation Safety and Justice Challenge, a collaborative effort to advance safety and racial equity in the criminal justice system by reducing the local jail population.

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Light-Touch Highlights

- Provided light-touch advising to 11 agencies and organizations in various requests to support local harm reduction and public safety redesign efforts.

- Met with New York City's Civilian Complaint Review Board providing insights on best practices and guidance for the newly hired director of the racial profiling unit in October 2021.

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- Advised Portsmouth, NH, Police Chief and Oversight Board on their data collection practices and their Computer-Aided Dispatch (CAD) and Record Management Software (RMS) capacity.

Thought Partnership Highlights

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- Held 20+ meetings with FCPD trainer to share strategies to overcome barriers to the One Fairfax Equity Plan.

- Served as a thought partner to the Deputy Public Defender in Contra Costa County, CA, to reimagine public safety by centering communities that experience burdensome policing.

- Supported the City of Philadelphia's Office of Criminal Justice (OCJ) with the Arrest Data Diagnostic Project. The Arrest Data Diagnostic is an initiative that is part of a larger reform effort supported by the MacArthur Foundation Safety and Justice Challenge, a collaborative effort to advance safety and racial equity in the criminal justice system by reducing the local jail population.

	Offer strategic partners support from light-touch advising and thought partnership to strategic collaboration. CONT.	• Provided data assistance in Contra Costa County, CA, Philadelphia, PA, Ithaca, NY, and St. Louis, MO, assisting communities with ways to access, analyze, and comprehend police data. • Provided OCJ analysts with guidance on effective research questions. **Strategic Partnership Highlights** *Ithaca, NY* • Ithaca's city and county requested CPE's continued assistance on the Reimagining Public Safety Collaborative to implement the 19 recommendations adopted by Common Council in April 2021. • A final report of recommendations was presented to the Common Council in Ithaca on March 2, 2022, by the Working Group tasked with designing the city's new public safety department. • Total Ithaca site visits: 5 *St. Louis, MO* • The city of St. Louis requested CPE's assistance in reimagining public safety following the National Justice Database (NJD) work started in 2017. • CPE hired a designated project manager, established cross-team deliverables, developed research questions and an analysis plan, and established and executed a timeline. • The September 2021 NJD Rollout in St. Louis served as a kickoff for this newly redesigned scope of work. • Total St. Louis site visits: 3 **Plans for Scaling** CPE is currently planning to scale light-touch partnerships to 25 engagements per year and increase our thought partnerships to 15 partners per year by May 2023.
GOAL 5: **Increase the number of departments using our DDIs**	**Increase the number of departments using our DDIs**	With data science at the core of CPE's methodology, our teams produce scientifically rigorous analyses that illuminate inequities in policing and identify levers for change. Their products allow law enforcement and communities to push for more equitable public safety systems. Supporting CPE's long-standing goals of scaling both our production capacity and our impact, we developed in-house engineering and technical capacity to support the data science work through the development of software and systems to improve our data prep and analysis processes. **DDI Deliverables** • Provided support to 29 LEAs through the National Justice Database. • Delivered 10 Data Gap Analyses to partnering LEAs. • TRT supported community leaders and law enforcement with strategic partnership and thought leadership. The mission of TRT is to center Black and other vulnerable communities by being responsive to the individual needs of public safety systems across the country.

	Increase the number of departments using our DDIs CONT.	• Worked with Concord, NH, Police Department on ways to improve its data on police stops, in the hopes that it begins to collect more robust data and can participate in the Justice Navigator in the future.
		• Data assistance efforts took place in Contra Costa County, CA, Philadelphia, PA, Ithaca, NY, and St. Louis, MO, assisting communities with ways to access, analyze, and comprehend police data.
		• We also scoped our newest long-term partnership with the city of St. Louis. We completed the development of research questions, analysis plan, and timeline, all of which center around the reimagining of public safety.
	New inquiries to participate / Number of new police departments engaged in NJD Justice Initiative	The Law Enforcement Initiatives (LEI) team is the first point-of-contact for all agencies looking to partner with CPE, regardless of the request. Their expertise allows them to determine which program within CPE can effectively meet their needs, and they work with the department liaisons at all points of engagement. To support their work this past year and going forward, the LEI team hired a recruiter. Over the past year, the LEI team negotiated 18 LEA memorandums of understanding (7 of which were completed in Q4).
	New publications or tool kits for communities or LEAs	CPE's leadership and organization are cited in hundreds of news articles and have produced numerous reports and other resources on policing and public safety, including the list below.

CPE's leadership and organization are cited in hundreds of news articles and have produced numerous reports and other resources on policing and public safety, including the list below.

Reports:
• Public Safety, Reimagined: Recommendations report following collaborative effort between the City of Ithaca & Tompkins County, N.Y.
• White Supremacy in Policing: How Law Enforcement Agencies Can Respond

Science-team Published Articles:
• State Regulation of Policing: POST Commissions and Police Accountability
• Supporting social hierarchy is associated with White police officers' use of force

Articles by CPE Co-founder and CEO Phillip Atiba Goff:
• The Threat of Appearing Racist: Stereotype Threat and Support for Coercion Among Australian Police Officers
• Measuring disparities in police use of force and injury among persons with serious mental illness
• Perspectives on Policing: Phillip Atiba Goff

Other Materials:
• Justice Navigator Assessment website content
• A Roadmap for Exploring New Models of Funding Public Safety
• Promoting Equity and Community Trust Through Humanizing Language: A Guide for Law Enforcement Leadership

GOAL 6: Hire to provide DDIs at scale	**Hiring**	Last year was important for CPE, as the organization grew rapidly to meet the growing demand for our work. We ended 2021 with a fully staffed leadership team, and between May 2021 and mid-March 2022, CPE hired 50 new employees. We have a total of 112 permanent full-time and part-time employees and are currently recruiting for over 20 positions with the intention to meet our goal of increasing staff to over 130 employees in 2022. **Highlights:** • 2 new Senior Vice President (SVP) hires were made, including a SVP Communications and Development and SVP Policy and Community Engagement, completing the members of the Senior Leadership Team • 1 new Vice President Policy, Community Engagement, Advocacy • 2 Senior Directors (SD) were hired, including a SD Finance and SD Administration • 5 development hires made between May 2021 and April 2022 • 2 software engineers and 1 data science developer hired between May 2021 and April 2022
GOAL 7: Strengthen governance + development team	**Implement fundraising strategies**	CPE met and exceeded 2021 revenue goals, raising a total of $17.3M. After the sharp increase in support for CPE in 2020, we saw an expected "dropping off" of contributions from many donors (aptly named "emergency donors")— as well as deeper investments from others who understand that the fight for equality and liberation involves long-term systemic change. With a new strategic direction set by Q2 2021, CPE's programmatic work came into focus, while the development department saw much-needed growth in staff, new processes, and a more robust infrastructure. As a nascent department, the development operation benefits from more robust systems to connect with supporters and prospects, build deeper relationships with donors, and provide more frequent and transparent internal and external communications to engage our supporters.
Other reporting requirements	**Develop a scientifically sound and community-driven definition of public safety**	CPE has reviewed existing qualitative research aimed at centering community voices in defining public safety and is currently drafting analytic plans for developing quantitative metrics based on these qualitative insights.

IMAGE 1

**DDI PREP AND ANALYSIS PROCESS FOR JUSTICE NAVIGATOR ASSESSMENTS
(AUTOMATE VEHICLE + PEDESTRIAN STOP ANALYSES - GOAL 2)**
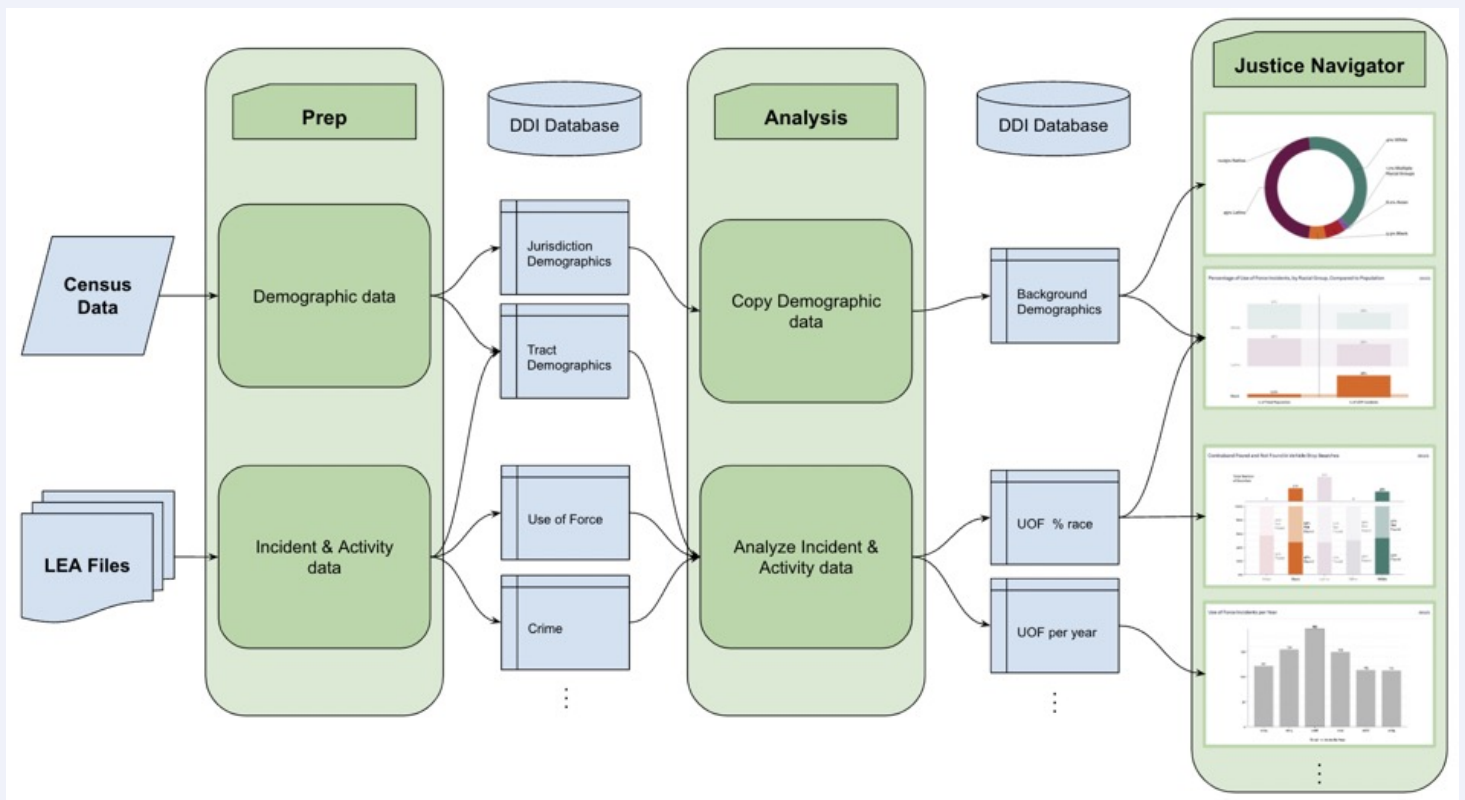
APPENDIX 2

POLICING EQUITY PRESS

The following links are highlights of articles, talks, and testimony by CPE Co-founder and CEO Dr. Phillip Atiba Goff and CPE's leadership team. CPE is cited in hundreds of news articles, and our leaders have appeared in over 50 podcasts and interviews on major networks and the Internet.

- CPE Co-founder Dr. Phillip Atiba Goff's TED Talk has over 2.1 million views and is a good primer on how we see our work impacting racial bias in policing.

- CPE Co-founder Dr. Tracie Keesee's TED Talk about how police and the public can create safer neighborhoods together.

- The NFL Inspire Change video featuring Phil and Cam Jordan of the New Orleans Saints highlights the shared commitment to improving the relationship between police and communities of color and working toward a more promising and equitable future.

- In February 2022, on NPR, Phil spoke about the difficulty in measuring the impact of violence interruption efforts.

- Hidden Brain recently featured a conversation with Phil on Changing Behaviors, Not Beliefs in policing.

- Phil appeared on 60 Minutes on November 21, 2021, in a segment titled Reimagining police departments with safety and justice in mind.

- The New York Times published an op-ed Phil co-authored with Representative Katie Porter titled A Mental Health Crisis Is Not a Crime on July 6, 2021.

- The day after the conviction of former Minneapolis police officer Derek Chauvin, April 22, 2021, Phil was the guest on NPR's Fresh Air, where he discussed the trial, the state of public safety in the nation, and what a "rapid evolution" in policing might look like.

- Time Magazine published Phil's article To Protect the Next George Floyd, We Must Remove the Threat of Police Violence from Everyday Life on April 20, 2021.

- On April 15, 2021, Phil authored a Washington Post Op-Ed entitled We're making progress on the 'what' of reimagining safety. But what about the 'how'?

- Phil's Davos 2021 article Abolition Isn't a Relic of Our Past. It's the Key to Revitalising Democracy addresses the need for abolition and how countries have failed to address the existential crises of our time, including economic inequality and climate change, leading to a recession in global democracy.

- CPE co-authored a letter to Congress with the Leadership Conference on Civil and Human Rights. CPE drafted points #2 and #7.

- Phil and CPE Board Member Alicia Garza were featured in the New York Times Magazine Cover Story, Police Reform Is Necessary. But How Do We Do It?, on June 13, 2020.

- On June 16, 2020, Phil testified before both the Senate and House Judiciary Committees specifically asking for a ban on carotid throat holds and for a national registry of fired officers.

APPENDIX 3

FINANCIALS

Policing Equity

Statement of Activities - Budget to Actual

FY21 January - December and YTD 2022 January - March

(Unaudited)

January - December 2021

Revenue	Actual	Budget	over Budget	% of Budget
4000 Individual	$ 1,279,825.69	$ 1,400,000.00	$ (120,174.31)	91.4%
4100 Foundations	10,904,272.34	10,750,000.00	154,272.34	101.4%
4200 Corporate	4,426,179.34	2,000,000.00	2,426,179.34	221.3%
4500 In-Kind Revenue	417,459.59	50,000.00	367,459.59	834.9%
4700 OTHER INCOME	309,151.50	-	309,151.50	100.0%
Total Revenue	**$ 17,336,888.46**	**$ 14,200,000.00**	**$ 3,136,888.46**	**122.1%**
Expenditures				
6500 Payroll Expenses	$10,045,935.72	$11,704,451.45	$(1,658,515.73)	85.8%
7000 Professional Consultants	3,561,863.49	3,168,796.08	393,067.41	112.4%
7100 Insurance	19,936.83	25,929.96	(5,993.13)	76.9%
7150 Operations	340,882.52	685,087.95	(344,205.43)	49.8%
7180 Rent and Utilities	93,849.04	216,453.58	(122,604.54)	43.4%
7220 Travel	33,029.96	95,100.12	(62,070.16)	34.7%
7250 Other Expenses	163,558.56	189,000.08	(25,441.52)	86.5%
7300 Subawards	-	300,000.00	(300,000.00)	0.0%
7500 In-Kind Expenses	417,459.59	50,000.00	367,459.59	834.9%
Total Expenditures	**$ 14,676,515.71**	**$ 16,434,819.22**	**$(1,758,303.51)**	**89.3%**
Net Operating Revenue				
Other Revenue				
4800 INVESTMENT INCOME	$ 2,149,104.71	$ -	$ 2,149,104.71	100%
Total Other Revenue				
Other Expenditures				
8000 Depreciation	$ 60,343.38	$ -	$ 60,343.38	100%
Total Other Expenditures				
Net Other Revenue	**$ 2,088,761.33**	**$ -**	**$ 2,088,761.33**	**100%**
Net Assets (Deficit)	**$ 4,749,134.08**	**$ (2,234,819.22)**	**$ 6,983,953.30**	**-212.5%**

January - March 2022

Revenue	Actual	Budget (annualized)	over Budget	% of Budget
4000 Individual	$ 44,770.58	$ 432,999.99	$ (388,229.41)	10.3%
4100 Foundations	16,500.00	3,055,500.00	(3,039,000.00)	0.5%
4200 Corporate	3,958,108.54	486,500.01	3,471,608.53	813.6%
4500 In-Kind Revenue	-	12,500.01	(12,500.01)	0.0%
4700 OTHER INCOME	-	-	-	0.0%
Total Revenue	**$ 4,019,379.12**	**$ 3,987,500.01**	**$ 31,879.11**	**100.8%**
Expenditures				
6500 Payroll Expenses	$ 906,459.32	$ 4,319,485.63	$ (3,413,026.31)	21.0%
7000 Professional Consultants	929,265.10	1,001,500.00	(72,234.90)	92.8%
7100 Insurance	4,406.77	8,400.00	(3,993.23)	52.5%
7150 Operations	98,581.19	199,949.99	(101,368.80)	49.3%
7180 Rent and Utilities	2,327.75	3,000.00	(672.25)	77.6%
7220 Travel	11,502.42	350,830.00	(339,327.58)	3.3%
7250 Other Expenses	17,892.05	47,210.00	(29,317.95)	37.9%
7300 Subawards	-	-	-	0.0%
7500 In-Kind Expenses	-	12,500.01	(12,500.01)	0.0%
Total Expenditures	**$ 1,970,434.60**	**$ 5,942,875.63**	**$ (3,972,441.03)**	**33.2%**
Net Operating Revenue				
Other Revenue				
4800 INVESTMENT INCOME	$ (1,422,259.00)	$ -	$ (1,422,259.00)	0%
Other Expenditures				
8000 Depreciation	$ 6,751.09	$ 19,500.00	$ (71,248.91)	9%
Total Other Expenditures				
Net Other Revenue	**$(1,429,010.09)**	**$ (19,500.00)**	**$ (1,351,010.09)**	**100%**
Net Assets (Deficit)	**$ 619,934.43**	**$ (1,974,875.62)**	**$ 2,653,310.05**	**-31.4%**

Financial Report Narrative

CPE's TED Audacious grant year runs from May through April and crosses our fiscal year, which runs from January through December. The narrative below provides detail to the following reports:

- Budget to Actual Statement of Activities FY 2021 and the first quarter of FY 2022
- Audited financial statements from FY 2020, the most recent year we have.

GENERAL: CPE continues to experience rapid growth and has focused on realigning internal capacity in support of achieving its goals outlined in the multi-year strategic plan. The board approved a realistic but ambitious FY22 budget, almost double the previous year, in order to strengthen operational structures in support of programmatic efforts as the organization diversifies and demand increases.

We have undertaken a phased hiring approach with the aim of meeting the scaling needs of the organization and ensuring long-term financial and operational sustainability. We anticipate going from 100+ employees to 180 within the next 2 years and need to ensure robust systems, including new fundraising initiatives. We have also implemented investment and operating reserves policies and strategies in support of long-term financial sustainability.

REVENUE: The generous revenue from the TED Audacious donors continued to support our growth. Revenue numbers for the past year exceeded our 2021 budget by 20%. We are grateful to the donors who have introduced our work to other investors, such as Valhalla and Blue Meridian Partners. These new collaborations help ensure continued support for our work as the original TED donations begin to come to an end in 2023.

Increased collaboration between Development and Finance will ensure further progress toward building a robust multi-year financial model that details projected revenue and expenses for the next 3-5 years.

Working with WestFuller Advisors, we implemented investment and operating reserve policies and strategies. In addition, we have taken steps to formalize governance for our financial reserve, clarifying the role of our board and codifying criteria for releasing funds to ensure appropriate oversight structures and processes are in place.

EXPENSES: Our expenses for year 2 were fairly close to what we had anticipated. The majority of our spending was for staff and consultants. In addition to program-related hiring, we've paid close attention to the expansion of our Talent & Culture and Operations functions. We are committed to good hiring and onboarding and to maintaining CPE's culture.

We continued to work with our consultant Signature Analytics while strengthening the infrastructure of our internal Finance team by hiring key personnel. Our SVP Finance & Operations, Senior Director Finance, and Junior Controller will set financial goals, manage treasury, and continuously improve our controls, systems, and reporting. We will implement new fiscal processes, enact spending guardrails, launch a corporate credit card program, support revenue diversification, and complete the audit earlier than in previous years.

COVID-19 update: As Covid enters an endemic phase and with mask mandates ending, we anticipate an increase in travel and in-person engagement opportunities. Staff will gradually and safely resume the critical work of face-to-face meetings with law enforcement and community partners.

- We have successfully applied for and received forgiveness of our $306,292 Paycheck Protection Program loan.