



## 6 MONTH HIGHLIGHTS

REPORTING

### REPORTS

**9** 1 delivered by 10/2019 &  
8 expected by 12/2019

### SITE VISITS

**36** visits to partner agencies  
across the country

TECHNOLOGY

### FASTER: Processing Time

**2019: HOURS**  
2018: Multiple Days

### CHEAPER: Hosting/Geocoding per month

**2019: \$0/\$50**  
2018: \$300/\$400

### MORE POWERFUL: Rows/Run

**2019: 300,000+**  
2018: 10,000

### SIMPLER: Lines of Code

**2019: 2,900**  
2018: 11,600

ORGANIZATION

### STAFFING AND INFRASTRUCTURE

- assembled law enforcement outreach team
- 18 new staff hired
- engaged consultants to focus on leadership/board, development and revenue modeling

### FUNDRAISING

- created 2yr strategic plan
- implemented SALSA donor database
- stewarded ~50 strong major donors prospects
- developed communications and events strategy

## Leveraging Investments to Drive Audacious Impact

Thanks to the investment of our 2019 TED Audacious partners and the support of additional key donors, the Center for Policing Equity is excited to report that we are well on our way to building the capacity and momentum we need to deliver Data Driven Interventions (DDI) (which include COMPSTAT for Justice (C4J) and National Justice Database (NJD)) to communities that are in desperate need of them.

What that means concretely is that we are:

- **Working strategically** with consultants at the The Bridgespan Group (organizational structure & revenue modeling), Tenner & Associates (leadership), and Focus Fundraising (development)
- **Hiring staff** so we can expand our work and deepen engagement with law enforcement and community groups
- **Meeting key operating milestones** to scale DDIs

**Your Audacious investment is enabling us to lead the movement to eliminate bias in policing – using science to fuel reform – so that, as a nation, we can deliver on the promise of equal justice.**

The following report identifies our Year One goals (May 2019 - April 2020) and summarizes our progress to date.

# PROGRAMMATIC STRIDES

GOAL

## 1 EXPAND CAPACITY TO DELIVER NATIONAL JUSTICE DATABASE REPORTS: Deliver reports to 10 police departments

Before receiving the TED Audacious Award, the demand for our services outweighed our capacity. While we are still working to meet the needs of every department interested in pursuing more just policing, six months into our grant period we're on track to deliver the reports promised to agencies in 2019. And, we're laying the groundwork to partner with more police departments in the coming year.



### DELIVERABLES



Completed 36 site visits to partner agencies across the country



Delivered 1 new report to a police department



Signed contracts with 5 new police agencies

### IN THE WORKS

- 8 reports to be delivered by December 2019
- 5 additional reports in the data preparation phase
- Negotiating new agreements to add 6 additional police agencies to the National Justice Database

GOAL

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

We have implemented our Localized Automated Reporting Process (LARP), a more agile processing system, that streamlines the production of city reports. This new data analysis tool is faster, more affordable, and more powerful than ever before. Now we can use simpler code (less lines needed) with fewer bugs to handle bigger datasets in a matter of hours, not days. With this new system, we're poised to scale production of city reports.

	RAP* (Oct. 2018)	LARP (Aug. 2019)
# Lines of Code	11,600	2,900 <small>(1,600 for Oct '18 functionality)</small>
Rows/Run	10,000	300,000+
Processing Time	Multiple days	Hours
Cloud Hosting Costs	\$300/month +	N/A
Geocoding Costs	\$400 per 100k rows of data	\$50 per 100k rows of data

\*Report Automation Project



**DELIVERABLES**



Automated our ability to clean and standardize critical data



Enhanced our capacity to generate city reports faster and more affordably

With RAP (the predecessor to LARP), we could only process about 10,000 at once. Larger datasets had to be split up into batches, processed individually, and then stitched back together in statistical software. Now we have LARP, which can process 300,000+ incidents at once without an analyst or data manager having to “batch” anything. Also, preparing and running a dataset in batches ended up taking days. Now it can be done in a matter of a few hours, depending on the robustness and size of the dataset.

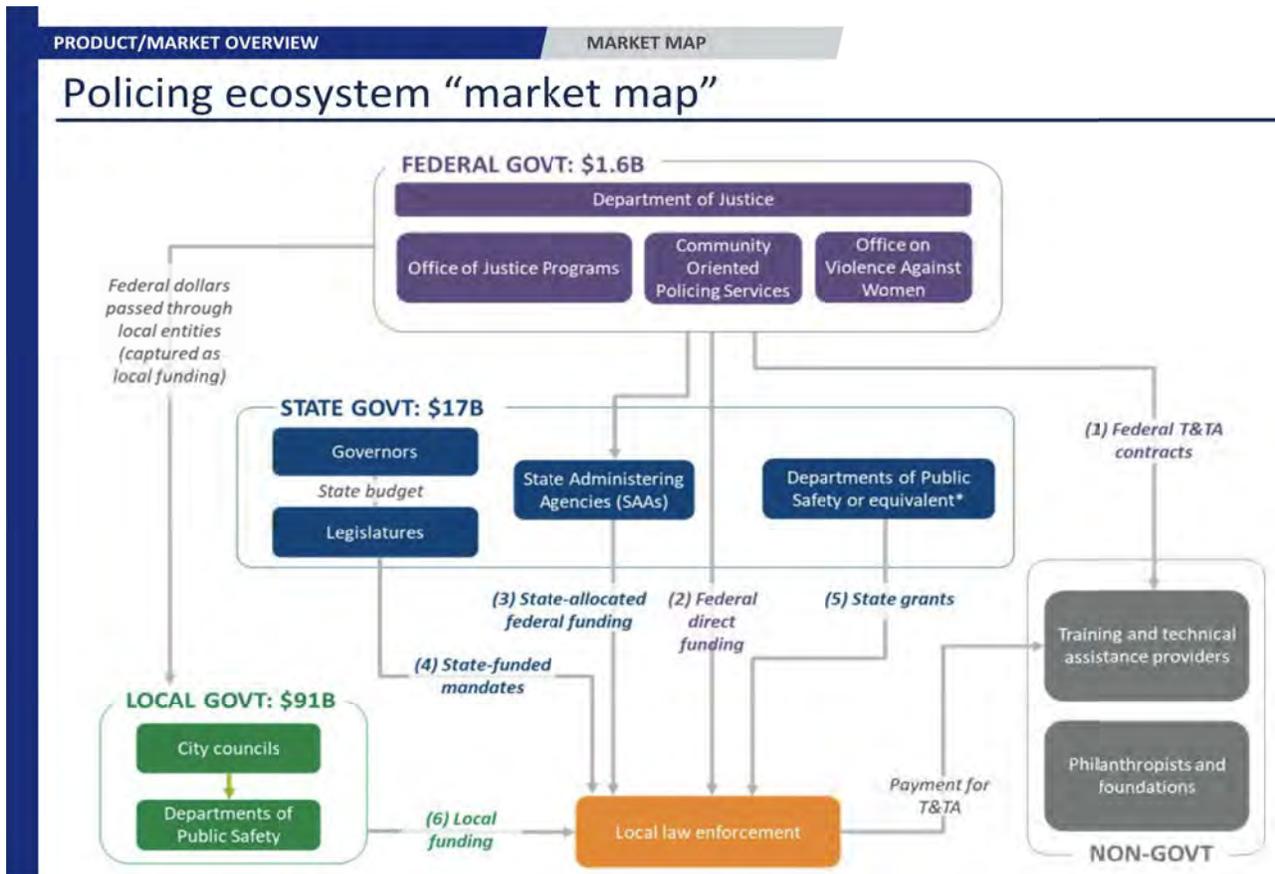
**BENEFITS OF THE NEW SYSTEM:**

- Allows in-house data analysts to tailor the annotators and framework for each city report based on that department’s unique needs
- Enables CPE to focus hiring needs around data scientists who use Python
- Eliminates any immediate need to hire a team of software engineers
- Eliminates the need for cloud-based software
- Saves a projected \$3–4M in software and hosting fees, plus personnel costs

**GOAL**

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

Our data-driven interventions team continues to define and refine our suite of technical services and has initiated development of a thorough, replicable, service delivery model.



## MARKET MAP

This "market map" visualizes the key entities that fund or touch work that is approximate to our Data Driven Interventions, including the municipal law enforcement agencies, local government bodies, and philanthropic foundations, many of which CPE has already collaborated closely with over the years. Note the interconnected relationships of important actors and budgets at the federal and state government levels, as well as non-government philanthropists and technical assistance providers.

### DELIVERABLES



Contracted Tanya Johnson, Strategic Advisor and Program Design Consultant, who specializes in transforming scientific knowledge into practical inventions. Together, we will examine, create and build the C4J technical assistance portfolio.

### IN THE WORKS

→ Developing a Data Driven Intervention implementation plan which defines our service delivery model and formative evaluation plan for service delivery.

## GOAL 4 BUILD AND EMPLOY STATE PARTNERSHIP STRATEGY

We're finalizing the blueprint for service delivery of C4J (which is delivering our Data Driven Interventions) and plan to complete our work with The Bridgespan Group by the end of 2019.



### DELIVERABLES



Mapped out the competitive landscape, interviewed potential competitors and complementors in the field, and began generating potential revenue models



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 initiatives; potential for impact; and CPE's existing relationships

## GOAL 5 INCREASE THE NUMBER OF DEPARTMENTS USING OUR DDIs: Convene an outreach team to deploy strategic marketing plan

### DELIVERABLES



Hired VP of Law Enforcement & Social Justice Initiatives, Tracie Keesee, CPE co-founder and former NYPD Deputy Chief of Diversity and Inclusion



Hired a Director of Community Outreach, Dominique Johnson, to engage community partners in NJD and prospective C4J sites



Hired two additional Relationship Managers to steward NJD and help frame the role relationship coordinators will play for the C4J pilot site



Hired four additional Data Acquisition Specialists to collect and process data

### IN THE WORKS

- Identified selection criteria and are in the process of defining the first pilot site for C4J
- Continue to hire and grow the outreach team

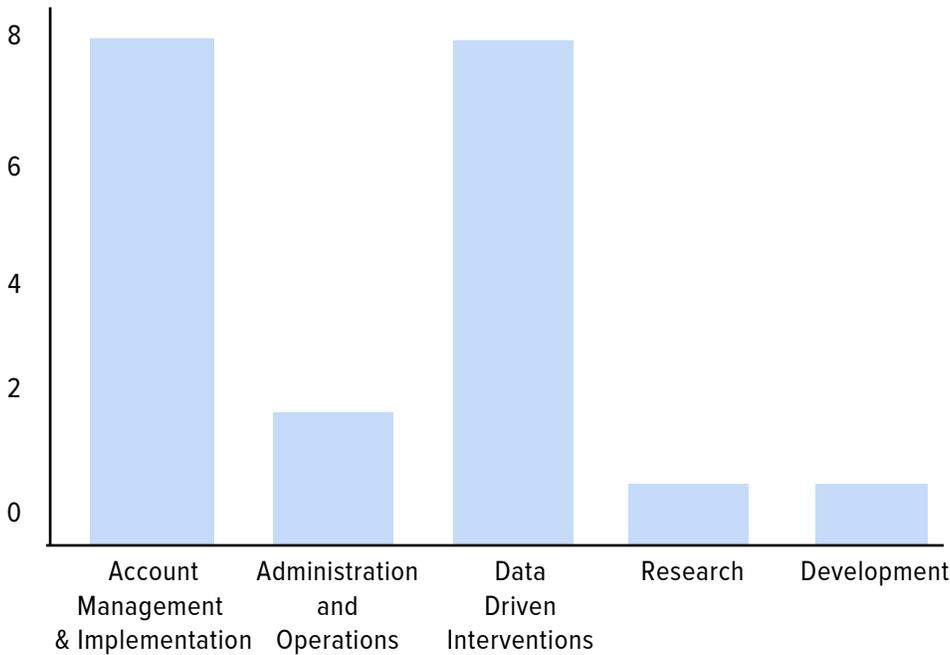
*\*The goal to build a bulletproof evidence base with randomized control trial was proposed but eliminated because that component of the project didn't receive funding. In lieu of this, we are engaging with an external evaluator to assess the impact of our DDIs.*

# GROWTH + SUSTAINABILITY

Scaling our data-driven interventions requires us to increase our capacity. This year, we’re focused on strengthening our infrastructure so that we’re poised to deliver tools and systems that can foster equitable public safety at scale. We’re committed to growing with discipline, maturity, and sustainability in order to deliver solutions to a nation that, without them, will face increasing mistrust and violence. It’s crucial that we build on our values and principles to ensure that CPE, the products it delivers, and its role in leading this movement, are able to outlast its founders.

Once a small team of engineers and analysts focused on producing reports—our growing staff is now able to communicate the broader narrative and shape policy. We’ve implemented a robust fundraising strategy and are developing a deep list of prospective funders and cultivating their interest in our work. With increased capacity, we can capitalize on initial investments and meet our operating milestones.

**GOAL 1** HIRE TO PROVIDE DDIs AT SCALE:  
Staff Fundraising, Finance & Administration, AMI, Admin & Ops, Research



**DELIVERABLES**

- More than doubled our projected staff growth, having already hired 18 new staff (See appendices for details)
- Hired a Director of Human Resources, Carlyne Ervin

**IN THE WORKS**

- Director of Human Resources to continue to assess hiring needs and execute hiring plan



**GOAL 2** STRENGTHEN DEVELOPMENT TEAM:  
Create and Implement Fundraising Strategies

**DELIVERABLES**

- Engaged Focus Fundraising, development consultants, to lead the creation of a 2-year fundraising plan (See addendum)
- Hired Senior Development Director, Julie Macht, to lead and execute our new fundraising program
- Implemented a donor database to track contributions and engagement with donors and prospects
- Held a successful “friendraiser,” hosted by Mythbusters’ Adam Savage, in San Francisco (July 2019)

## IN THE WORKS

- Planning immersive cultivation events that will bring donors to San Francisco and Washington, D.C. to learn about the history of policing in America and the realities police and communities face today *(Stay tuned!)*
- Strengthening our Board of Directors by bringing on 4-5 new members per year for 3 years; the first new cohort will join the Board in February 2020

# BUILDING MOMENTUM

As we scale the Center for Policing Equity, we must continue to raise public awareness around the urgent need to eliminate bias in policing. To that end, we're amplifying our collective voice to lead a movement toward justice. CPE's leaders continue to focus on building our brand nationally, connecting with new audiences, and mobilizing communities and police departments across the country to change the policies and procedures that perpetuate bias in policing.

**RAISING OUR VOICES: We continue to raise public consciousness around bias in policing to ensure that reform is central to discussions around criminal justice, especially as the 2020 presidential campaign unfolds.**



Phillip Atiba Goff, Ph.D. addressed the World Economic Forum sharing his belief that democracy must belong to people on the bottom and along the margins (September 2019)



Justice Votes 2020 Town Hall - CPE contributed a fact sheet on policing to educate the public about crucial issues related to justice reform (October 2019 - see appendices)



Chris Burbank addressed 225+ attendees at a conference on criminal justice reform organized by the Jewish Council for Public Affairs (JCPA), UJA-Federation of New York and the JCRC of New York, and co-sponsored by 35 local Jewish organizations



Phillip Atiba Goff, Ph.D. and Chief Arradondo explain how CPE's data has given police a new tool to measure justice on CNN Tonight with Don Lemon (September 2019)

**PROPELLING LEGISLATIVE ACTION: CPE is open to connecting with everyone interested in science-led ways to reimagine public safety. We are pleased that our language is shaping the way campaigns address policing issues.**



CPE & Yale joint report outlines CPE's sweeping public safety policy recommendations that were subsequently adopted by Senators Warren, Harris, and Mayor Buttigieg



Senator Kamala Harris sits down with Phillip Atiba Goff, Ph.D., Angela Rye, Jamira Burley, and D. Watkins to discuss criminal justice reform and how we can re-envision public safety in America



Phillip Atiba Goff, Ph.D. rebukes junk science claims at the US House Judiciary Committee's hearing on Policing Practices (September 19, 2019)



Warren's Criminal Justice Reform Platform pulled significantly from CPE's Big-Structural-Change public safety policies

## EXCITING NEXT STEPS

Since May, we have done a significant amount of work to prepare for the next phase of innovation. We have:

- automated even more steps of the data wrangling and descriptive analysis process
- a streamlined analysis plan including replicable protocols for handling outliers, dealing with missing or sensitive data points, and completing comprehensive and consistent quality assurance
- a streamlined production process for the current NJD report deliverable, including adoption of Agile structures for the Data Driven Interventions production team
- a re-invented, streamlined climate survey instrument and optimized survey administration process

We are looking forward to even more automation and conducting exploratory analyses to drive major innovation to the analysis plan.

# WE'RE DRIVING AUDACIOUS IMPACT THANKS TO YOU!

Big change is possible. With your investment, and our law enforcement and community partners, we are working for equal justice. Our success thus far is a testament to those committed and brave enough to stand up to ensure that law enforcement is not a symbol of fear in our most vulnerable communities.

The six months since receiving the TED Audacious Award have been challenging and invigorating. We're proud to say that—thanks to you—we're on track to be a very different organization by the end of this year than we were when we embarked on this journey. As our organization matures, we're learning from and overcoming the inevitable issues that accompany tremendous growth. The technological advances we're making, along with our increased organizational capacity, are enabling us to drive forward toward a new reality for police and individuals across the U.S. We continue to build the resources to realize our vision.

Scaling COMPSTAT for Justice will allow us to affect 100 million people a year—nearly one in three Americans—by 2023. Together, we're making great strides. We have the tools—and the momentum—to make good on the promise of justice.

"PUBLIC SAFETY IS NOT JUST THE ABSENCE OF CRIME  
BUT IT'S THE PRESENCE OF JUSTICE.

WE WERE MEASURING CRIME FOR TOO LONG;  
IT'S TIME WE MEASURED JUSTICE."

— CHIEF MEDARIA ARRADONDO,  
MINNEAPOLIS POLICE DEPARTMENT



# Center For POLICING EQUITY

LEADERSHIP IN EQUITY THROUGH EXCELLENCE IN RESEARCH

WE CAN MEASURE  
BIAS IN POLICING

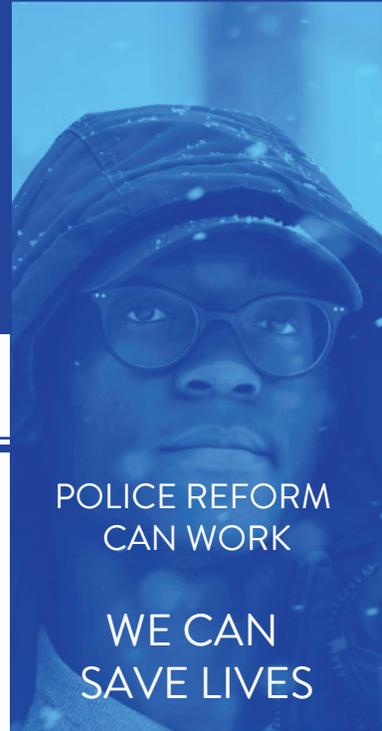
THAT MEANS WE CAN  
STOP IT

**1 in 5 Adults**  
in the United States  
interacts with  
law enforcement  
every year.

Of those police  
encounters,  
**1 million**  
result in the use  
of force.

(Bureau of Justice Statistics, 2015)

And if you're Black,  
you are  
**2 – 4 times more**  
likely to  
be the recipient of  
police force.



POLICE REFORM  
CAN WORK

WE CAN  
SAVE LIVES

**IMPACT:** Increased use of force leads to more injuries, deaths, trauma, hospital costs, and lost wages. The effects ripple—into classrooms, courtrooms, and communities. This is a crisis.

**THE CENTER FOR POLICING EQUITY (CPE)** equips law enforcement and communities to address racial disparities systematically. Racism is about behaviors—not just feelings. We can measure behaviors, which means we can change them. CPE uses science to transform how law enforcement identifies and addresses systemic bias in policing outcomes. We've built data driven interventions which leverage technology to analyze data on police stops, searches, arrests, and use of force—to measure disparities and reveal patterns of unjust outcomes. We work with police and communities to change the policies and procedures that perpetuate bias in policing.

Examples of local impact to date in the 25+ police departments  
nationwide that we've partnered with include:

**25%**  
fewer  
arrests

**26%**  
fewer uses  
of force

**13%**  
fewer officer  
related injuries



We serve 5% of the US population today and have as a goal to serve 30% by 2024.

## FOUR PRINCIPLES guide CPE's work in reforming public safety and policing in America.

### SAFETY

The central goal of the criminal justice system must be to increase cooperation and trust between individuals and the state, not merely to achieve crime reduction. People feel safe when they are free from personal victimization and government overreach.

### DIGNITY

To build a legitimate system we must invest in resources that prevent people from becoming entangled in the criminal justice system, such as mental health assistance and substance abuse treatment, so that the most common option for public health challenges is not a badge and a gun.

### PARSIMONY

Law enforcement is asked to do too much — substance abuse counselors, family therapists, mental health crisis responders—all while being held responsible for crime rates. Society should seek to reduce the need for police contact to the minimum necessary to secure public safety.

### EQUITY

Reform needs to be driven by data that will allow us to identify racial inequities in the criminal justice system and create frameworks for remedying long standing disparities. Metrics allow communities to hold police accountable to public safety goals.

## Appendix A: New Hires from TED inception

- Vice President of Law Enforcement and Social Initiatives
  - This role will oversee the strategic vision for C4J stakeholder and community engagement.
- 3 Data Analysts for the Data-Driven Interventions Program
  - These roles support data analysis for city report production.
- Research Associate for the Data-Driven Interventions Program
  - This role supports city report production and evaluation development for C4J.
- Managing Editor for the Data-Driven Interventions Program
  - This role ensures consistent voice and messaging across all city report products.
- Project Manager for the Data-Driven Interventions Program
  - This role manages the workflow for the city report production processes.
- 2 Program Manager for the Account Management and Implementation Program and Admin and Ops programs
  - These hires will support development and execution of the strategic vision for these programs.
- Principal Research Scientist for our Research Program
  - This role supports the production and dissemination of academic collateral for CPE.
- Director of Human Resources
  - This role centers on talent acquisition, hiring, and human resources consultation.
- Senior Development Director
  - This role oversees fundraising and development efforts for the organization.
- Data Manager
  - This role centers on maintaining data systems and data security protocols for the organization.
- 2 Data Acquisition Specialists
  - This role is responsible for acquiring data from police partners for CPE's NJD and C4J initiatives.
- Director of Community Engagement
  - This role centers on developing and implementing the strategic framework for outreach and campaigns to the communities served by the police departments we work with.
- 2 Relationship Managers
  - This role focuses on stewarding relationships with current and prospective police partners participating in CPE's NJD and C4J initiatives.