



**The story of 2020 is the story of the world on fire.**

Impeachment. Wildfires. COVID-19. Lockdowns and quarantines shuttered businesses and schools. Hospitals and morgues surpassed capacity, and unemployment surged.

The racial injustices embedded in our systems exacerbated the impact on the most vulnerable communities. **As a result, the public health crisis and economic fallout hit Black and Brown communities hardest.**

At the same time, the fierce political climate continued to rile anxiety and focus violence on those same vulnerable communities.

Then, police lynched George Floyd. The country watched George Floyd struggle to breathe, and 400 years of unpaid debts owed to Black communities came due. Again. The moment ignited public uprisings, more than 100 days of protests, and pleas for justice. Even in the face of federal opposition, protesters flooded the streets in cities and towns across the country and around the world. And, when no officers were charged for killing Breonna Taylor, heartbreak refueled the flames.

**Our collective failure to keep people safe—from viral predators and human ones—has incited a call for kindness and demands for justice.**

The story of 2020 is wrought with cruelty, yet the opportunity for transformation brings hope. Renewed urgency has reframed the narrative from what's politically possible to what's necessary.

**Our work now is to translate the passions of this year into the policies of liberation.**

With hope & gratitude,

Phillip Atiba Goff  
Co-Founder & CEO





**Our  
Moment  
Is Now**





**We built the Center for Policing Equity (CPE) to reimagine public safety.**

## **Our moment is now.**

When Ferguson rose up, we were not ready. When Los Angeles gave voice to the outrage years before, we were not ready. After Newark, Chicago, Watts, Detroit, the nation found itself in deep pain, yet we were not ready.

**Thanks to you, we got ready. And we stayed ready.** You saw the injustice, and you invested in change. And we leveraged your investment to ensure we would be ready for this moment.

Over the last six months, amid the chaos and uncertainty of the pandemic and the fiery uprisings that followed George Floyd's homicide, we supercharged our work. We continued to scale our Data-Driven Interventions (DDIs), fine-tune the technology, and build our coalition of justice champions. We surpassed our programmatic milestones and outperformed our fundraising goal, enabling us to respond to surging demand and scale our programs even more aggressively. We raised our voice to amplify constructive conversations and chart the course for a community-centered approach to public safety.

This time, when the moment arrived, we recognized a pivotal shift in the movement, and with it, the opportunity for transformation—and we were ready. We harnessed our team's expertise, connections, and deep understanding of the landscape to leverage the power of the moment.

At the same time, the escalating demands for justice galvanized civil unrest. In response to the wave of evolving challenges, we launched a new set of tools to help cities and communities navigate the realities on the ground and to reimagine public safety. And, we partnered with the Seattle Police Department to launch our COMPSTAT for Justice (C4J) model.

Our goal for this year was to set up the architecture for measuring our impact. In order to demonstrate our impact, we need to notice not only that bad outcomes (e.g., stops, use of force, deaths) decline after we begin our work, but because of our work. During this period of the pandemic, however, we cannot isolate the effect of our work from the effect of the virus on police outcomes (fewer police contacts and use of force incidents, increased racial disparities, and unchanged police homicides). However, we can say that, since May, demand for our work increased exponentially and, our capacity to satiate that hunger is triple what it was two years ago. We fielded over 1,000 calls and met with nearly 200 individuals seeking a solution to racist outcomes.

**Now, with fresh hope and rekindled light, we can imagine equitable public safety. And we know that—with your support and the movement on the ground—we can do more than imagine it. We can make it real.**

The following report summarizes our progress from May 2020 through October 2020.

# PROGRAMMATIC STRIDES

Scaling our DDIs has never been as important as it is now. Pressure on law enforcement to face their record of biased policing and dismantle the systems that perpetuate racism has increased the demand for our work exponentially.

Even through the pandemic, we continued to increase our capacity, improve our technology, and refine our suite of products to scale aggressively. We also delivered new tools to support law enforcement agencies and communities.



**Our Data Driven Interventions** allow police and communities to measure unjust outcomes—and identify the portion for which police should be held accountable.

Since 2013, our **National Justice Database (NJD)** has maintained the largest collection of standardized police behavior data in the country, which houses crime, use-of-force, police contact, and survey response data collected from police departments who have invited us to partner with them.

Now, we are scaling **COMPSTAT for Justice**, using the NJD data and rigorous analyses to recommend solutions.

**MEETING THE MOMENT: We released new tools to support cities and communities with addressing the myriad of challenges of the last six months.**

## CROWD MANAGEMENT for law enforcement agencies

Best practices around de-escalation and use of force in crowd management situations



## DATA GUIDEBOOK for law enforcement agencies, government and communities

Resource and best practices for implementing and evaluating police stop data to guide legislative efforts and internal reforms within policing agencies\*



## TOOLKIT FOR EQUITABLE PUBLIC SAFETY for communities

A guide to assess and identify specific areas for improvement and reform in their local law enforcement agencies



## ROADMAP FOR REIMAGINING PUBLIC SAFETY for policymakers, government agencies + municipalities

66 entities received this tool to assess what resources are invested in their communities and make strategic decisions about the future of public safety



\*Published in partnership with Policing Project at New York University School of Law

# GOAL 1 DELIVER NATIONAL JUSTICE DATABASE REPORTS TO PARTNER AGENCIES

Over the last six months, COVID-19 and the urgent call for police reform posed new and unexpected challenges to law enforcement agencies (LEAs) across the country. In order to support our partner agencies, we provided ongoing counsel as events played out in real time, in addition to conducting virtual site visits and delivering the reports promised.

**7 of our Law Enforcement Agency partners adopted one or more of our policy recommendations:**



**DELIVERABLES: DDI DASHBOARD**



**Collected data from 19 police agencies  
Completed 17 site visits to partner agencies  
across the country\***

\* All site visits were conducted virtually due to COVID-19.  
Limited staff capacity and competing priorities  
forced some LEA partners to delay or cancel visits.

**4 new reports delivered  
to departments**

**11 reports in the works**  
(to be delivered by November 2020)

**Launched survey process to monitor the  
implementation of CPE recommendations**

**1**  
STAGE

DATA COLLECTION

**2**  
STAGE  
REPORTS

**3**  
STAGE  
RECOMMENDATIONS

TOTAL POPULATION  
SERVED BY DDIs (NJD + C4J)

**63,602,583**

19% of the US  
POPULATION



We increased our capacity to deliver a richer suite of DDI products, refined our tools to measure injustice, and sped up our ability to deliver accurate analysis and actionable recommendations. We are currently developing two new products, **How to Justice (H2J)** and **Data Gap Analysis (DGA)**, that will allow us to deliver city reports more efficiently, plus augment the reports with implementation tools and enable LEAs to account for the factors for which they are responsible that cause or exacerbate disparities.

### DELIVERABLES



**Continued to improve our code template** to power our analysis plan and enable our data analysts to replicate the template so it can be applied to various cities



**Redesigned our traditional paper city report to provide them digitally** in a more digestible format, plus a companion website that augments the report with an explanation of our methodologies, recommendations, and an implementation toolkit



**Created a new Data Gap Analysis (DGA) product** that assesses the quality and quantity of the data we receive from LEAs and determines what data are missing or of insufficient quality for analysis, including recommendations to departments around collecting information about shifts and officer surveys



**Launched the creation of H2J and welcomed 14 Google Fellows** to participate in a 6 - month engagement to build out the platform



**Expanded the Law Enforcement Initiatives team** to include Data Acquisition Specialists and Relationship Managers



**Built out the DDI team** to include additional Analysts, Data Preparation Associates, an editorial staff, and full-time policy staff



**Automated our analysis plan** and continued to build out automation for our data preparation processes

### IN THE WORKS

- Launching the new H2J digital report product, including a Tableau report and companion website, in November 2020
- Piloting the beta version of H2J in 11 cities to inform the custom-built product expected to launch in 2021
- Inviting 9 new LEA partners to initiate participation as early as October
- Automating the process of generating city reports in order to deliver accurate reports faster
- Refining the specific set of parameters to allow us to auto-populate content of the city reports and minimize the staff time required to enter content manually
- Producing the first 11 Digital Reports by November, plus production of at least 100 H2J reports and DGAs by 2022 (note: this is a projection based on anticipated functionality of our new digital report product, which we will be testing over the course of the 2021 calendar year)








## GOAL 3 TEST DATA DRIVEN INTERVENTIONS & COMPSTAT FOR JUSTICE: Deliver at test site #1; set up test site #2

We selected Seattle to become C4J's first development site. Last spring, as we prepared to finalize our agreement, civil unrest overtook the city and demanded urgent attention, which delayed a formal commitment from the department. We continued to work closely with the department as they navigated public scrutiny, severe budget cuts, and a tumultuous leadership transition. At the same time, our team prepared to roll out C4J and solidified our delivery plan. In October, the Seattle Police Department announced our partnership and our plan to launch C4J in Seattle this fall.



### DELIVERABLES

-  **Hired an Implementation Specialist and a Senior Director of C4J** to build a cohesive service delivery strategy, and assigned a permanent C4J Program Manager
-  **Finalized initial recommendations for an Implementation Survey** as a first step to assess the impact of our DDIs, including key metrics and the elements necessary to scale
-  **Identified, selected, and announced our first C4J development site** using the criteria defined in the implementation blueprint produced earlier this year
-  **Identified a second prospective test site** based on C4J's objectives, key criteria for departments, and outcomes departments can expect over time
-  **Hired a Senior Intervention Scientist** to evaluate the efficacy of our C4J model

### IN THE WORKS

- Launching our first C4J development site
- Finalizing selection of development site 2
- Identifying the third prospective development site
- Continuing to finalize our evaluation plan to assess the impact of our DDIs



# SPOTLIGHT: The Power of Science + Trust

Our theory of change is rooted in science and powered by trust. Rigorous data and deep partnerships forge our path toward reimagining public safety.



**Last spring, the nation bore witness to a lynching in Minneapolis. Rage and frustration embroiled the country.** Thousands of peaceful protestors took to the streets and, in some cities, demonstrations erupted in violent clashes between civilians and law enforcement.

In Seattle, the conflict between demonstrators and police engulfed the city in a firestorm that intensified the furor on the ground. Night after night, explosions rocked Capitol Hill and neighborhoods throughout the city. Police deployed tear gas, pepper spray, flash-bang grenades, and foam-tipped projectiles. Officers claimed the crowd control measures were necessary to disrupt looting and property damage but, in some instances, targeted peaceful protestors in violation of the First Amendment.

In a moment of crisis, CPE brought evidence-based science and credibility that no one else could. Our work with the Seattle Police Department began in 2008 when we evaluated the department's policies and provided industry best practices. Most recently, we delivered DDIs that included recommendations for concrete changes to policies and practices.

Over the years, we have built trust within the department, with leadership, and with the community. We understand the city's troubled history with law enforcement, the complexities of the relationships with stakeholders, and a persistent pattern of racist behaviors that plague the department. And, most importantly, we know the science and have the data.

This summer, as the crisis in Seattle mounted, SPD turned to CPE as a trusted thought partner. We advised that SPD enforce measured crowd-control tactics while navigating demands from both the community and city government. At our recommendation, then Police Chief Carmen Best banned the use of tear gas and the city initiated legislation to ban chokeholds, including neck and carotid restraints. Yet, despite the departmental policy changes and legislative promises, officers continued to use chemical weapons and excessive force, citing an exception in cases of the "life-safety" of officers. Chief Best again turned to CPE for guidance. At SPD's request, we reviewed video footage and collected input from the community to help the department understand better how events had devolved and, eventually, forced the department to abandon its East Precinct.

In the weeks and months since, Chief Best consistently promoted the department's work with CPE to reinforce the credibility of its ongoing efforts to address racist outcomes. Even in the wake of Chief Best's retirement, Interim Police Chief Adrian Diaz, community stakeholders, and the city called for CPE's continued engagement. And, in October, Chief Diaz announced Seattle will become C4J's first site and begin the hard work to transform public safety and create a model that reimagines community wellness.



The national demand to reimagine policing put pressure on policymakers and state legislators to address critical legislation around public safety. To that end, we are working closely with elected officials, government entities, stakeholders, and key allies to influence structural change at the state and local level. Despite the challenges brought on by COVID-19, our Government Affairs and Public Policy team (GAPP) made great strides cultivating state partnerships by building state and local support for C4J.

#### DELIVERABLES



**Forged political relationships** in key states to help launch future DDIs



**Provided technical assistance** to political stakeholders in key states poised to shape policy and legislation around policing



**Defined GAPP's operational structure and scope**, empowering the team to represent CPE's interests with policymakers and political stakeholders at state and local levels



**Instituted internal processes** to provide tools and support to LEAs and political stakeholders to publicize NJD reports and other critical CPE projects such as C4J

#### IN THE WORKS

- Hiring additional staff to grow our Legislative Engagement Division
- Refining the strategy to identify 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

# CA

**California Governor G. Newsom** requested CPE's participation on a policing task force chaired by BART Police Department, CPE's first client to publicly release its NJD report in 2020

# MI

**In discussions with Michigan's Office of Oversight and Public Accountability Director** about potential partnership to work with law enforcement, policy-makers, and the community to address local policing disparities in Grand Rapids

# PA

**In dialogue with Pennsylvania's Senate Judiciary Committee** to inform state efforts on police reform and plans to work together on future public hearings

# WA

**Acting as a thought partner to Washington City Attorney** in order to position the Seattle Police Department to comply with its consent decree at local and state levels

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

George Floyd's death, and the demand for justice that followed, incited hundreds of requests from law enforcement agencies, city officials, legislators, and communities preparing to answer the call with action. Our increased capacity enabled us to partner with many more LEAs than we could serve in the past, and we continue to scale aggressively to meet escalating demands. The requests we received in recent months reflect new attention to finding solutions to transform public safety versus short-term fixes. In addition, requests demonstrate renewed interest from state agencies, as well as from a broader set of LEAs, including universities and transit departments. In response, we created a new set of tools to support law enforcement agencies, communities, and municipalities and plan to adapt our existing DDIs to serve a more diverse set of constituents.

### DELIVERABLES



**Facilitated a 36-hour Police Reform Hackathon** to engage participants in generating innovative solutions to eliminate police brutality



**Hired VP of Law Enforcement Initiatives** to set the strategic vision to engage law enforcement partners for our NJD and C4J teams



**Hired Deputy SVP of Justice Initiatives** to support a cohesive strategy across the four Justice Initiatives programs

### IN THE WORKS

- Initiating engagements with nearly 9 new LEA partners by December 2020
- Continuing work with four LEAs applying the roadmap to reimagine public safety
- Using our work with Bay Area Rapid Transit (BART) as a model to inform how we serve other transit departments



### WHAT DOES IT MEAN TO

# REIMAGINE

### PUBLIC SAFETY?

Hundreds of cities across the country are answering the call from their communities to reimagine public safety. Yet even when law enforcement and communities agree on shared goals, ideological cries for “defunding” defy the realities of restructuring bureaucratic systems—and without risking increased violence, aggravating racial disparities, or producing other unintended consequences that may harm communities.

Transforming public safety starts with assessing what resources—police or otherwise—are required to meet community needs and identifying the neighborhoods that need additional investment. For the hundreds of cities seeking change, this process involves a field scan to compare the services that the community needs with the services the police provide. In addition, communities must identify the neighborhoods burdened by crime or policing, then determine: which neighborhoods need greater investments; the critical steps necessary to measure the community's response to changes in policing; and options for responding to violent crimes.

We articulated a Roadmap for Exploring New Models of Funding Public Safety that allows municipalities to examine how their resources are allocated now and imagine ways to invest in vulnerable communities more strategically. Our approach uses scientific data to frame a thoughtful process that will drive meaningful, long-term change.

# Growth + Sustainability

Our work is rooted in science, connected by people, and powered by technology. We grew exponentially over the last two years, positioning us for the moment that arrived in May. Our increased capacity, robust infrastructure, and savvy fundraising team equipped us to scale even more aggressively than we had planned in order to adapt to the rapidly evolving landscape of policing.

Over the last six months, we doubled our board and increased our staff by 50% while continuing to cultivate an organizational culture centered on collaboration and innovation. We broadened our circle of prospective partners, advocates, and justice nerds. We garnered support from 27,000 new champions and fielded inquiries from more than 1,100 community organizations, activists, supporters and journalists. And we responded to constant, often unpredictable, requests from policymakers to provide guidance that would influence local, state, and national legislation. In order to meet the exponential demand, we adjusted our internal operations to better coordinate our response.

## GOAL

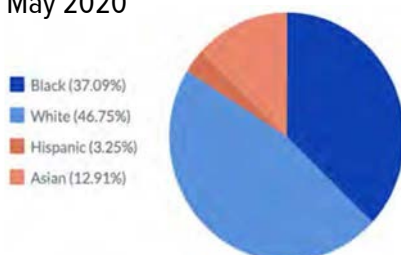
**6** HIRE TO PROVIDE DDIs AT SCALE: Staff VP of Finance; Research Principal; Research Scientist; Operations Assistant; Project Manager; Office Manager; Engineer #3; C4J Implementation Specialist; Survey Administration Lead; C4J Writer; C4J Analyst; Product Manager

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 Engagement; Finance and Operations; 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



**Hired 24 new staff members** across all departments since May 2020



**Incorporated “A View from the Moon”** into weekly staff meetings as a chance for leadership to share updates about the impact our work has on the lives of the people we serve



**Built in time for staff to have fun** and get to know each other through virtual team-building activities like painting classes or a poetry slam with renowned spoken word artist, Sarah Kay



**Implemented a database of incoming requests** from media, individual and institutional donors, activists, and community stakeholders to act as a switchboard so that each inquiry or request goes through a triage process



**Refined the Field Engagement portfolio** to connect the organization’s external stakeholder engagement across our evolving and growing communications, development, legislative engagement, and community engagement programs



## IN THE WORKS

- Recruiting and hiring COO to oversee operations and implement our strategic vision
- Hiring a SVP of Finance and Operations, a SVP of Field Engagement, a VP of Legislative and Community Engagement, and a Communications Manager
- Ongoing assessment of hiring needs for each department

## GOAL

# 7

## STRENGTHEN GOVERNANCE AND DEVELOPMENT TEAM: Implement Fundraising Strategies

### CPE BOARD IN FOCUS

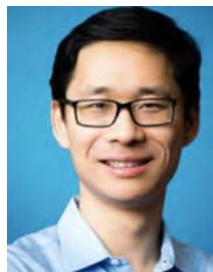
We increased our board to 10 members who possess a range of perspectives and expertise, as well as a depth of knowledge on racial justice, community engagement, and law enforcement policies and practice.



**CHARLES PHILLIPS**  
Chair  
*Infor*



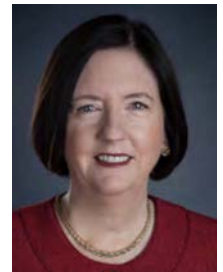
**ED ZIMMERMAN**  
Vice Chair  
*Lowenstein Sadler, LLP*



**TIALHUI MICHAEL LI**  
Treasurer  
*The Data Incubator*



**MEREDITH GAMSON-SMIEDT**  
Secretary  
*University of California, Los Angeles*



**KATHLEEN O'TOOLE**  
Member  
*Retired Chief of Police, Seattle WA*



**ALICIA GARZA**  
Member  
*Black Lives Matter, Co-Founder*



**JACK GLASER**  
Member  
*University of California, Berkeley*



**KIMBERLY BRYANT**  
Member  
*Black Girls Code, Founder*



**ADAM SAVAGE**  
Member  
*Tested, Producer/Host*



**ANNE MILGRAM**  
Member  
*Lowenstein Sadler, LLP,  
New York University School of Law*

## FUNDRAISING

In the days, weeks, and months after George Floyd's death, we experienced an unprecedented spike in giving. The call for reform inspired countless people to support racial justice. Thousands found CPE for the first time.

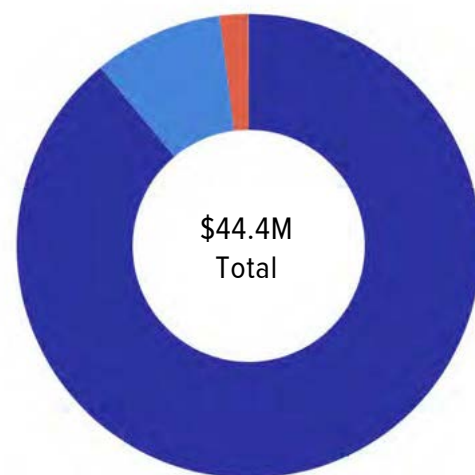
From January to October, we received nearly **\$44.4M** in contributions from more than **22,500** donors. Gifts ranged from single dollar bills mailed to our offices to our largest gift ever from philanthropist MacKenzie Scott. We received thousands of online donations directly from individuals and through employee-matching programs from more than 90 companies, plus donations from foundations and corporations. Many gifts included personal notes with stories of fear and hope, imploring us to find a way to use our tools to prevent further harm.

Receiving funding from the TED Audacious Project in 2019 spurred us to build the Development infrastructure that has been vital to our responsiveness and donor engagement over the last six months. Our Senior Development Director, hired just over a year ago, led a team of key staff and consultants who, together, shared details on our work, wrote grants, facilitated donations, and are now engaging a coalition of grassroots and major donors committed to a new model of public safety and equity.

The outpouring of support over the last six months enabled us to achieve our \$70 million Audacious goal to scale far sooner than expected. Yet, the urgency that accompanies the movement demands that we accelerate the pace of our work and broaden our scope.

As we look ahead, we seek to raise an additional \$30 million to develop and offer new data-driven solutions and guidance to municipalities and law enforcement agencies looking to reimagine public safety.

#### DISTRIBUTION OF FUNDS RAISED SINCE MAY 2020



■ Individual Giving (89%) ■ Corporate Giving (9%)  
■ Foundation Giving (2%)

#### DELIVERABLES



**Raised nearly \$44.4M**, far surpassing our \$3.4M goal for Year Two:

Individual Giving: 89%  
Corporate Giving: 9%  
Foundation Giving: 2%



**Grew corporate giving through Employee Match Programs** to include over 90 businesses nationally and over 19K individual donors



**Planned virtual cultivation events** to build our network of supporters



**Built and ran “CPE Justice Talks” Lunch & Learn** program where CPE representatives shared our work with corporate partners and their employees in virtual presentations and Q&A sessions



**Began search for additional Development team members:** including a Major Gifts Officer, Database Manager, and a Corporate & Events Manager to support ongoing donor cultivation and engagement

# THE POWER OF THIS MOMENT

As the largest research and action organization focused on equity in policing, we harnessed the call for justice, elevated our data-driven approach, and shaped the national narrative around reimagining public safety.

## RAISING OUR VOICE TO TRANSFORM ENERGY INTO ACTION

We secured high-profile, strategic hits for CPE spokespeople across live TV and radio, podcasts, international media, Snapchat shows, and more.

Situation Room with Wolf Blitzer (CNN)  
At This Hour with Kate Bolduan (CNN)  
Rachel Maddow (MSNBC)  
Live with Stephanie Ruhle (MSNBC)  
Joshua Johnson (MSNBC)  
AM Joy (MSNBC)  
Last Word with Lawrence O'Donnell (MSNBC)  
Meet the Press Daily (MSNBC), CNN  
PBS NewsHour with Yamiche Alcindor  
CBS News  
Wall Street Journal  
Washington Post  
The Atlantic  
NPR  
Axios  
The New York Times  
New York Magazine  
WBUR

## CPE MEETS THE MOMENT WITH TIMELY ESSAYS

Our leadership team also lent its expertise to major media outlets through timely op-eds and articles that appeared in:

The New York Times  
CNN  
The Financial Times  
The Economist  
NBC Think  
The Chicago Tribune  
The Washington Post

## LEVERAGING PARTNERSHIPS TO EXPAND OUR REACH

The slew of media coverage, plus our increased presence on social media, captured attention from an array of high-profile organizations and individuals, including:

Kamala Harris  
Andrew Yang  
Senator Chris Coons  
Human Rights Campaign  
American Psychological Association  
LCCHR (Leadership Conference)  
Black Lives Matter  
Moms Demand Action  
Ad Council  
Justin Timberlake  
Ava DuVernay  
Ellie Goulding  
Noah Centineo  
Common  
100 Thieves  
Jaden Smith  
YouTube  
Google  
Twitter

**The Obama Foundation** highlighted CPE as a resource to learn about police violence and anti-racism in America.

## THE ROOT 100

named

Dr. Phillip Atiba Goff  
#18 on its 2020 list of  
**Most Influential African Americans**

Dr. Phillip Atiba Goff testified alongside George Floyd's brother, Philonise, and other experts in policing and racial justice to deliver Congressional testimony before the House Judiciary Committee and before the Senate Judiciary Committee.



# PROPEL LEGISLATION

We worked closely with legislators and policymakers to propel seven new pieces of federal and state legislation. Since May, CPE:



1

Supported and provided language for the George Floyd Justice in Policing Act sponsored by Karen Bass. The Act increases accountability for law enforcement and establishes the National Police Misconduct Registry to compile data on police misconduct



2

Endorsed Anti-racism in Public Health legislation introduced by Senator Elizabeth Warren (MA-D), Rep. Ayanna Pressley (MA-D), and Rep. Barbara Lee (CA-D)



3

Supported the End Racial and Religious Profiling (ERPA) legislation introduced by Senator Benjamin Cardin (MD-D)



4

Supported New York state legislation introduced to curb racial profiling through state collection and analysis of stop data



5

Provided technical assistance and input for Missouri state legislation introduced to highlight best practices in key states for collection and analysis of stop data at the state level



6

Supported Berkeley City Councilmember Ben Bartlett's "Safety for All: George Floyd Community Safety Act," a measure requiring the collection and analysis of use of force and stop data



7

Advised Pennsylvania Governor Tom Wolf about a bill he ratified in July 2020 that:

- **Requires LEAs to conduct background checks** for job applicants and requires that agencies disclose officers' employment history, including disciplinary action, complaints, and reason for separation;
- **Mandates that LEAs provide reason and rationale before hiring** an individual whose separation record includes excessive force, harassment, theft, discrimination, sexual abuse or misconduct, domestic violence, coercion of a false confession, filing a false report, or a judicial finding of dishonesty; and
- **Establishes that Municipal Police Officers' Training and Education Training Commission (MPOTEC)** maintains an electronic database containing separation records of law enforcement officers.

# CHALLENGES & LESSONS LEARNED



A global health crisis, the national reckoning around racist policing, and the instability of American democracy have culminated in a firestorm—one that weighs most gravely on the most vulnerable communities. Yet the depth of grief is fueling a movement for change.

We adjusted our internal operations as a result of COVID-19. Our relationships with LEAs, legislators, and funders are central to our work and, in the past, our staff travelled regularly to meet with partners, stakeholders, and donors. Now, we conduct meetings, site visits, media spots, and cultivation events virtually whenever possible. Our staff adapted to the

challenges of working remotely while balancing the added responsibilities of childcare, distance learning, and often, caring for family and friends who were sick. The circumstances demanded that we prioritize agility and compassion.

Early on we recognized that a public health crisis exacerbates demands on law enforcement. As officers on the front-lines got sick or had to stay home to care for loved ones, agencies had to compensate with limited staff capacity. At the same time, we anticipated that surging unemployment and school closures would cause spikes in crime. We counseled our partners, advocated for increased testing and PPE, and advised protocol changes to mitigate the risks of COVID-19. The fallout from George Floyd's death intensified the pressures on cities and law enforcement, complicated further by the contagions of the virus. When necessary, our partner agencies had to prioritize the fires on the ground, so we adapted timelines or delayed virtual site visits and supported them in the moment.

Plus, because large exogenous shocks confound statistical inference, the pandemic and the current administration complicate how we quantify the impact on police outcomes. Absent the ability to make stronger causal inferences, accounting for the unprecedented environment is critical to our ability to measure our impact.

Our formula for driving change is rooted in bringing together law enforcement, community activists, and government agencies and centering them on justice. Yet, as divisive political undercurrents perpetuate extremist positions on all sides, we must navigate uncharted waters but remain faithful to the values that ground us.

With your help, we are building the systems to manage the volatility on the ground without risking preventable violence or quashing the urgency of the moment. And we are scaffolding the instruments to construct a stronger, more malleable framework for public safety.

## THANKS TO YOU, JUSTICE IS POSSIBLE