

Fix
The
System

THE NUMBERS SPEAK FOR THEMSELVES

CENTER FOR POLICING EQUITY 20
ANNUAL REPORT



Tandem plagues—COVID-19 and racism—sparked a hunger for justice and thirst for freedom that reset the national conversation around race and policing. As the momentum accelerated, the national discourse shifted from police reform that reduces harm to shrinking the footprint of the criminal legal system.

Over the last year, communities, police chiefs, and elected officials nationwide sought evidence-based, results-driven solutions to transform public safety. In the weeks and months following George Floyd's murder, demand for our Data Driven Interventions (DDIs) skyrocketed, escalating from hundreds of requests to thousands. We continued building the infrastructure to meet the demands of law enforcement; refined our tools to deliver DDIs to communities; and expedited our ability to scale. And, we unveiled a new strategic vision that augments the work we do to reduce harm by law enforcement with a community-centered focus on redesigning public safety.

We expedited our work to surpass our audacious goals for this year. We set out to scaffold our DDIs and hone our blueprint to scale. Even amid the challenges of navigating the pandemic, we tripled our capacity, cultivated a coalition of 27,000+ supporters, and outperformed our fundraising goals.

We stretched in ways that would not have been possible without you. 2020's demand for justice amplified the pitch and cry of activists calling to abolish law enforcement and the challenges for police entrenched in an institution unable to shed the tentacles of White supremacy. Over the last year, we have acted as interpreters, bringing together seemingly disparate parties to imagine a shared path forward. We embraced the requests from law enforcement agencies, activist groups, and city leaders to redesign public safety—a project that demands theoretical reimagining while tackling complex logistics and implementation.

Bold changes on the ground shone a light on the impact our work has on people's lives. Piloting our flagship C4J program in Seattle, we saw how the tireless efforts of dedicated public servants and the genius of communities can set the course for transformation. In Ithaca, NY, the Common Council adopted the Mayor's proposal to dismantle the Ithaca Police Department. Berkeley, CA adopted legislation, based on our findings, that will reduce police interactions. And, in places like Long Island, NY and Red Wing, Minnesota, we galvanized the power of communities to fight for legislation that promotes transparency and accountability. Your investment equipped us to meet this moment.

While the conviction of ex-police officer Derek Chauvin sets an example that demonstrates accountability, no court decision can erase the suffering felt by George Floyd's family, his community, and all those who grieve a loss emblematic of the system's brokenness. And the news of more young Black people killed by police allows no time for relief. Every life lost inflames the heartache of unhealed wounds and represents the absence of justice.

Transforming public safety has never been more urgent.

We must hold our gaze on justice.

THANKS TO YOU, JUSTICE HAS NEVER BEEN MORE POSSIBLE.

THANKS TO YOU, CPE:



Launched COMPSTAT for Justice (C4J) in Seattle;



Responded to 70+ agencies and dozens of community groups requesting support to redesign public safety;



Supported 48 law enforcement agency (LEA) partners participating in our National Justice Database; engaged 37 new agencies across our programs; and delivered 14 reports to existing partners; and



Released new tools for law enforcement agencies, including guidelines for police to combat White supremacy.

YOUR INVESTMENT FUELED BOLD CHANGES:

- 9 of our partner agencies adopted policy changes that affect 11M+ people.
- The City of Ithaca and Tompkins County, NY approved all 19 recommendations that came out of the process we facilitated—including a plan to replace the Ithaca Police Department with a civilian-led Department of Community Solutions and Public Safety that will include both armed and unarmed officers.
- Berkeley, CA passed legislation that should prevent police from conducting traffic stops for low-level violations.
- 2 Long Island counties approved plans to adopt policies that will enhance transparency, increase accountability, and promote community-based policing.

SCIENCE DRIVES OUR WORK

Over the past 6 months, we conducted ongoing social science research to reduce the harms of burdensome and inequitable policing and generate new evidence to support redesigning public safety.

DELIVERABLES COMPLETED



Linked data from officer surveys with administrative data on those officers' actual use of force and interactions with community residents in several cities to understand how officer attitudes affect real world behavior and produced the first peer-reviewed scientific publication using these data sets



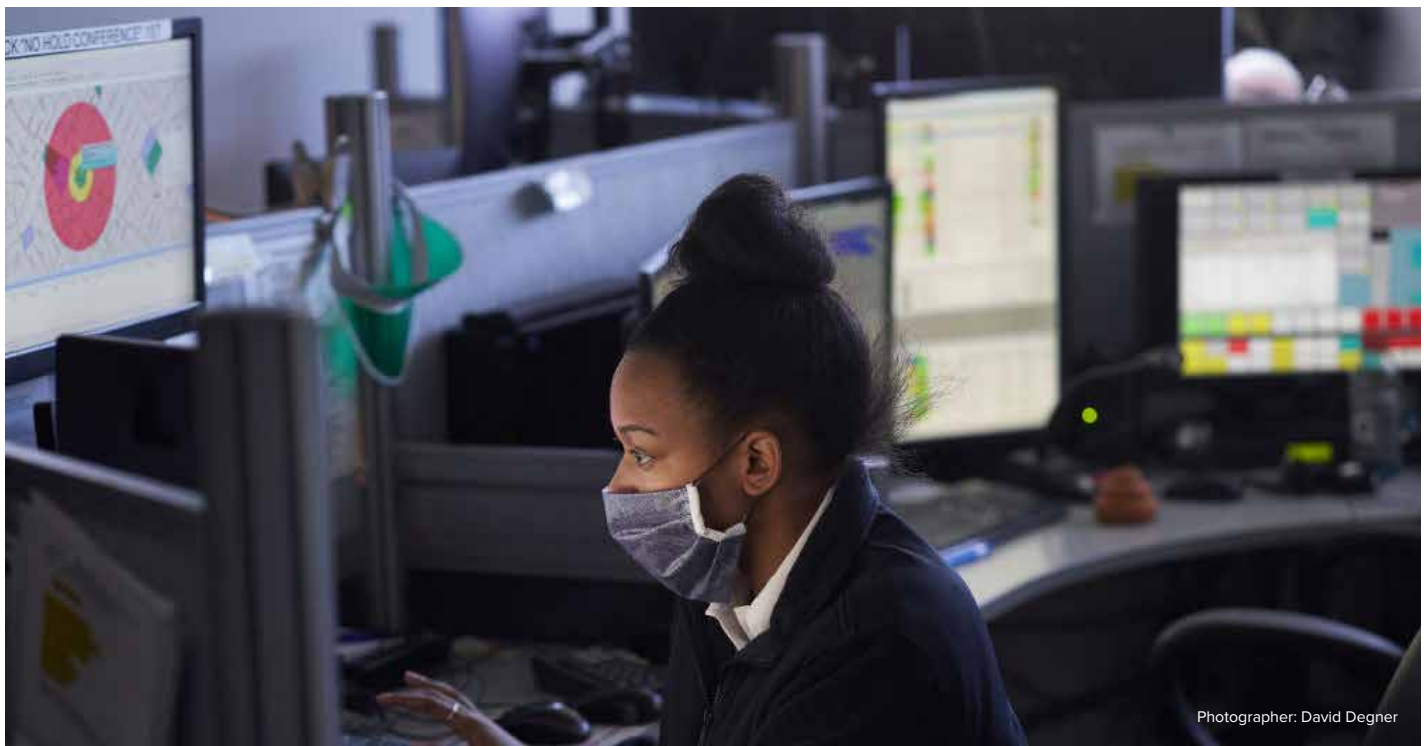
Partnered with Crisis Text Line, a national mental health service provider, to examine the effects of sentinel events in police use of force on community mental health



Published early results of the study we conducted (in collaboration with scholars at Carnegie Mellon University and the University of California, Berkeley) on how racism has perpetuated the pandemic by developing simulation models to examine how criminal legal systems—police-public interactions and jail and prison churn—were driving COVID-19 spread in the community (Read more in [Vox](#))

IN THE WORKS

- Continuing to harmonize calls for service (CFS) data sets from 50 U.S. cities in order to better understand public safety service demand and help guide efforts to transform public safety measures
- Continuing work on a series of empirical papers that use the CFS data to answer key questions about: what communities are asking of law enforcement; the magnitude and sources of racial disparities in police response; and policy solutions to reduce racial disparities while better addressing community needs
- Refining our models that examine drivers of COVID-19 spread in the community to identify policy levers with the potential to reduce overall spread and Black-White disparities in cumulative infection rates



Photographer: David Degner

PROGRAMMATIC STRIDES

Demand for our work grew exponentially this year. The urgent call for police reform following George Floyd's murder incited calls from municipalities, law enforcement agencies, and communities seeking community-centered, evidence-based solutions to reinvent public safety.

We accelerated our work to meet the unprecedented demand for our DDIs and continued to finetune our technology and improve our products in order to meet the growing demand faster and more reliably. And as LEAs and municipalities around the country faced the challenge of transforming public safety systems while also managing the evolving, sometimes volatile, situations on the ground amid the pandemic, we increased our thought partnership and counsel.

At the same time, the shifting narrative around law enforcement created an opportunity for communities to harness the momentum to redesign public safety. To that end, we recalibrated our model and amplified our engagement in communities to support their work to reimagine and reshape the systems that keep them safe.

COMMUNITY ENGAGEMENT

We adjusted our lens this year to center communities. Prioritizing Black and Brown people and vulnerable communities, we embraced a two-pronged approach to transforming public safety: **1)** working with law enforcement to reduce harm within the current systems and **2)** leveraging community resources to redesign the systems that keep people safe.

We expanded the breadth and depth of community engagement across all of our programs. We developed coalitions with grassroots racial justice groups, hosted and attended webinars, facilitated meetings, and acted as thought partners to communities redesigning public safety. And we conducted strategic outreach to build connections with community leaders, organizations, and constituents in cities where we have law enforcement partners.

CPE'S DATA DRIVEN INTERVENTIONS (DDIs)

DDIs allow police and communities to measure unjust outcomes and identify the portion of those outcomes for which police should be held accountable in order to design solutions.



IN THE WORKS

- ➔ Designing and deploying a public safety needs assessment for communities
- ➔ Ongoing outreach to constituents and communities where we have NJD and C4J partners
- ➔ Collaborating with the Science team to drive research that honors community values and focuses on community needs
- ➔ Identifying, launching, and evaluating new, community-centered initiatives

DELIVERABLES COMPLETED



Consulted with 25 municipalities interested in participation in NJD and C4J and/or redesigning public safety systems in their communities



Educated youth in 20 elementary, middle schools, high schools, and colleges to mobilize their support for racial equity in public safety



Launched Community Connections a learning network for activists and community members nationwide to share resources and information to support their local redesign efforts



Grew our staff team and strengthened internal processes to maximize efficiencies and develop a productive team culture



Produced targeted social content to engage Black communities and youth virtually

1 DELIVER NATIONAL JUSTICE DATABASE REPORTS TO PARTNER AGENCIES



Law enforcement agencies sought solutions for meaningful reform while managing uprisings and protests on the ground amid the pandemic. We provided ongoing counsel and thought partnership to LEAs, met key milestones, conducted virtual site visits, and delivered a record number of reports.

TOTAL POPULATION SERVED BY DDIs (NJD + C4J) **63,602,583** 19% of the US POPULATION

* Total population served by our DDIs has not changed since October 2020

DELIVERABLES COMPLETED: DDI DASHBOARD

1
STAGE
DATA COLLECTION

Collected data from 27 police agencies

Completed 27* site visits to partner agencies across the country

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

2
STAGE
REPORTS

14 reports delivered to departments

10 Justice Navigator Assessments on tap for delivery in 2021

3
STAGE
RECOMENDATIONS

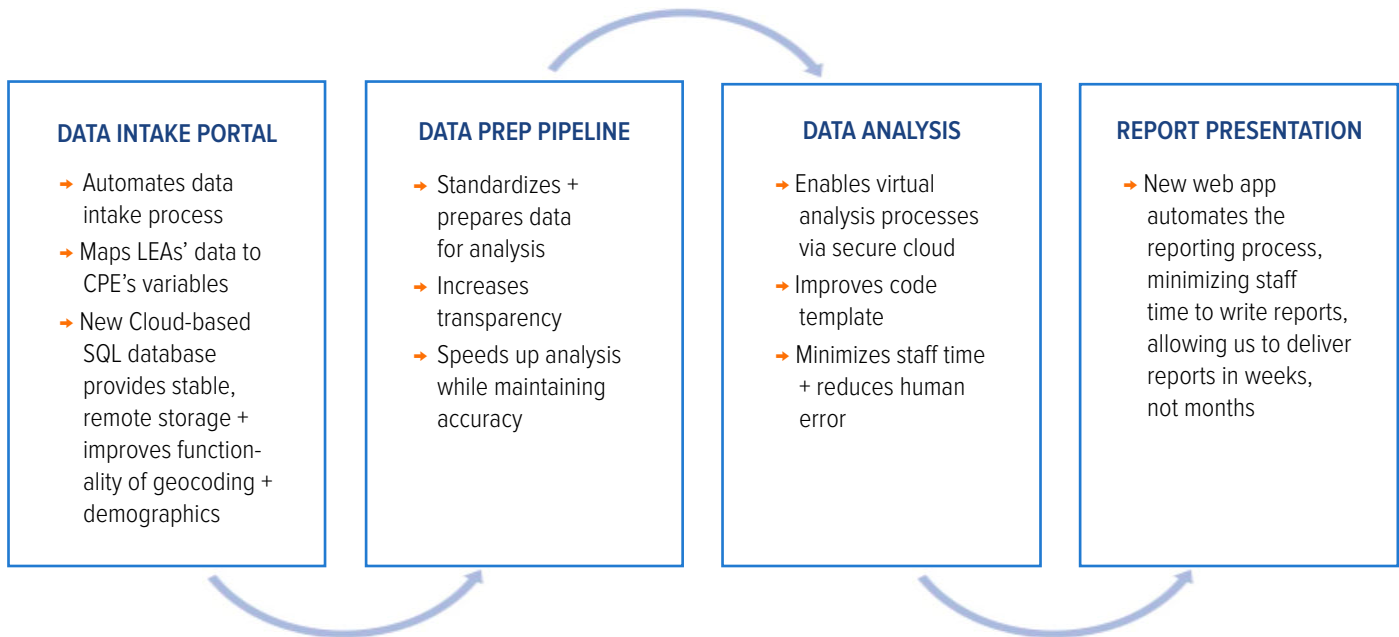
Reviewed policy and practice changes made by our LEA partners to monitor the adoption and implementation of CPE recommendations

2 REFINE & EXPAND TOOLS FOR OUR DATA DRIVEN INTERVENTIONS: Automate use of force analyses

We refined our suite of DDI tools and completed a 6-month engagement with 14 Google Fellows to build, design, and brand a customized digital platform: **The Justice Navigator**. The new, digital format of our **Justice Navigator Assessments** (previously

called City Reports) streamlines our ability to analyse data and deliver recommendations, and transforms the dense, lengthy content of the City Reports into an interactive, digital product easier for our LEA partners and their communities to access, digest, and disseminate.

NEW PROCESS DELIVERS JUSTICE NAVIGATOR ASSESSMENTS FASTER + MORE ACCURATELY



DELIVERABLES COMPLETED



Launched a new, customized, digital platform that includes an online toolkit that produces accurate analysis and actionable recommendations more quickly than ever before



Designed and branded new Justice Navigator Assessments



Delivered 10 digital reports in the beta Tableau format while finalizing design for the new Justice Navigator Assessments



Hired VP of Law Enforcement Initiatives, Hans Menos, to lead the growing team, including Relationship Managers (the primary liaisons to our law enforcement partners), Data Acquisition Specialists, and a Program Manager

IN THE WORKS

→ Rolling out a soft launch of new Justice Navigator Assessments

→ Producing Justice Navigator Assessments for 10 existing NJD partners

→ Piloting a climate survey of our NJD partners to measure officer attitudes and beliefs that enhance or decrease vulnerability to biased behavior

SPOTLIGHT

Berkeley is the First City to Take Police Off Traffic Stops

The city of Berkeley—one of our LEA partners participating in the National Justice Database—recently announced plans to eliminate unnecessary police enforcement of low-level violations in order to limit police contact during vehicle stops, which disproportionately harms Black and Brown people.

Working closely with the Berkeley Police Department (BPD), we collected and analyzed data on vehicle stops, pedestrian stops, and use of force. And we produced an in-depth [report](#) identifying racially disparate outcomes and patterns of behavior in their policing practices that illuminated opportunities to advance equity in public safety.

Our findings showed that, per capita, Black people in Berkeley were **6.5 times** more likely than Whites to be stopped while driving. Once stopped, Black drivers were searched **4 times** more frequently than their White counterparts. In addition, Latinx drivers per capita were twice as likely as Whites to be stopped and **3 times** as likely to be searched.

Fewer than 2% of vehicle stops resulted in arrests, but Black and Latinx drivers were disproportionately arrested compared to Whites. Black drivers were 70% more likely to be arrested than Whites; Latinx drivers were 80% more likely to be arrested than Whites.

Our report uncovered opportunities to reduce the footprint of police without sacrificing traffic safety. Our findings provided the evidence that spurred the city's decisions to adopt critical policy changes and create a Department of Transportation that will oversee traffic enforcement. In addition, instead of requiring police to enforce minor traffic violations, unarmed civil servants will issue tickets for low-level offenses like speeding, not buckling up, or a broken tail light. The city plans to install additional physical safety features (roundabouts, traffic signals, and stop signs) to enforce violations more equitably while controlling traffic and reducing speed. The result is a **win for public safety and for racial equity.**

Berkeley's actions demonstrate how data can equip a community to identify the source of disparities and implement solutions that make all people safer.

**BPD VEHICLE STOPS
RESULTED IN MORE
SEARCHES FOR BLACK
AND BROWN DRIVERS
(2012-2016)**



1 of 5

Black drivers searched
(of those stopped)



1 of 7

Latinx drivers searched
(of those stopped)



1 of 20

White drivers searched
(of those stopped)

How Long Island Communities are Driving Change

Two Long Island communities—Nassau County and Suffolk County—adopted their community’s recommendations for bold reform measures and now await approval from the Governor’s office to move forward.

New York Governor Andrew Cuomo issued an executive order last year mandating that all municipalities and police departments adopt plans for reform in 2021. CPE got involved when a clinical social worker living in Nassau County reached out to us in July 2020 to find out what it would take to redesign public safety in her community. We provided our Roadmap for Public Safety—a toolkit designed to guide communities through the reimagining process—and she, along with a powerful coalition of organizations, activists, and community members, launched a 9-month process to chart a course for justice on Long Island.

Our team worked closely with three community-led coalitions—Long Island United to Transform Policing and Community Safety, Long Island Advocates for Police Accountability, and United for Justice in

Policing Long Island—to shepherd their process to collect input, garner community support, and present recommendations to government officials. Throughout the process, we facilitated regular meetings, developed and distributed toolkits, hosted training sessions, and acted as a thought partner.

The Long Island coalitions galvanized endorsements from hundreds of community members and more than 80 organizational allies to support [The People’s Plan](#), which lays out the proposed policy changes and reallocation of funds.

In late March 2021, the two counties adopted plans that will enhance transparency, increase accountability, and promote community-based policing and submitted their proposal to the Governor for approval.

45 attendees from other parts of Long Island and New York, Pennsylvania, and Minnesota participated in our pilot session of Community Connections—a forum for activists and community members nationwide to connect, share information, knowledge, best practices, and resources focused on redesigning public safety.

KEY CHANGES PROPOSED IN THE PEOPLE’S PLAN

- Establishing a new model for 911 response
- Transforming traffic enforcement in order to reduce disparate outcomes
- Implementing a clear system for accountability
- Adopting policies and practices to ensure the mental well-being of police officers
- Codifying policies to enforce against hate crimes and protect transgender, gender non-binary, and intersex people
- Eliminating school resource officers and investing in Restorative Justice Programs for youth
- Ensuring language access for non-English speaking community members



“
The People’s Plan was created by the people, for the people. This is a transcendent moment...to come together to create a plan that can fundamentally reimagine and transform the state of public safety on Long Island.”

Shanequa Levin,
Convenor of LI United to Transform
Policing & Community Safety

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

We launched our first C4J development site in Seattle last fall. Our team worked closely with the Seattle Police Department (SPD) to train their onsite team, conduct background research, collect data, and implement C4J. And we continue to provide regular counsel to SPD leadership.

Following months of public scrutiny, civil unrest, and a tumultuous leadership transition, SPD staff were stretched thin as they continued to juggle multiple new initiatives over the last 6 months. As a result, delays collecting data may affect the projected timeline, but we are coordinating with the department and planning accordingly to help mitigate ongoing challenges.

In addition, we are currently reviewing finalists for the second development site. As we make the final selection for each C4J site, we must consider the prospective department's eligibility based on its willingness and capacity to engage in racial equity work, its alignment with CPE's organizational values, and, perhaps most challengingly, its ability to provide sufficiently robust data to support C4J analytics.

COMPSTAT FOR JUSTICE (C4J)

Applies rigorous data analysis to police data community data and policing practices to identify racial disparities in policing and provide tailored recommendations to make targeted changes that improve equity in public safety and health outcomes.

DELIVERABLES COMPLETED



Launched our first C4J development site in Seattle in October 2020

- Worked with Chief to recruit a team of 11 SPD personnel to co-lead the rollout of C4J
- Held the initial C4J Onsite Team "retreat" in March 2021, culminating the orientation program focused on building a shared understanding of C4J's core programmatic components, the theory of change and its racial equity concepts
- Initiated the Needs Assessment phase, including: researching and cataloging existing initiatives and collecting input from stakeholders, government agencies, City Council, and community leaders



Finalized a 3-pronged Evaluation Plan for C4J

that focuses on the user experience, program implementation; and programmatic impact to guide adjustments necessary to scale C4J



Added 11 team members to optimize implementation and administration of C4J,

including: a Director of Public Health, a Senior Intervention Scientist, Implementation Specialist and Senior Director of C4J, plus support in data analysis, policy, and project management



Launched a new set of evaluation tools designed to collect surveys and feedback from C4J team members and presented the interim formative evaluation results on the C4J Seattle pilot site to CPE's leadership and C4J team in April 2021

IN THE WORKS

- Selecting second C4J development site
- Identifying prospects for third C4J site
- Developing an evaluation framework for the National Justice Database and Justice Navigator

**GOAL 4 DEVELOP DETAILED STATE STRATEGY PLAN:
Launch partnership with first state**

We continued to pursue a state partnership strategy that we expect to generate earned revenue from state governments. To date, however, we continue to be 100% philanthropically funded.

This year, we focused on cultivating relationships with state legislators across the country and forging political relationships in key states to help launch our DDIs and identify future

C4J sites. We also educated state policymakers and legislators about the importance of collecting and reporting data to increase police accountability and transparency.

DELIVERABLES COMPLETED



Circulated our [Guidebook](#) on collecting, analyzing, and responding to stop data to educate Congressional policymakers and lawmakers about the role data play in police accountability

IN THE WORKS

- ➔ Elevating successful models of public safety alternatives
- ➔ Building ongoing relationships with state decision makers



Photographer: Bloomberg

5 INCREASE THE NUMBER OF DEPARTMENTS USING OUR DDIs:

Convene an outreach team to deploy strategic marketing plan

The uprisings of 2020 spurred thousands of requests from law enforcement agencies, city officials, legislators, and communities around the country.

We heard from state and local agencies, small LEAs (serving fewer than 50,000 people), mid-sized LEAs (serving 50,000 to 500,000 people), state universities, schools, and transit agencies seeking strategic solutions and tools to address the escalating demands to redesign public safety.

In order to serve these varied groups seeking support, we implemented a rapid response process, enabling us to provide a range of services—

from targeted conversations about data collection to long-term technical assistance—to support communities creating and delivering public safety recommendations.

In addition to increasing our capacity and accelerating our work to scale our DDIs, we produced a new set of [tools](#) to serve agencies, municipalities, and communities addressing fundamental questions about the institutions and systems that keep people safe.

DELIVERABLES COMPLETED



Engaged 70+ LEAs and community groups around strategies to redesign public safety in their communities



Continued to support 48 LEAs through the National Justice Database



Partnered with 37 new LEAs participating in CPE engagements, including: local government agencies, NGOs, universities, and schools



Facilitated in-depth, community-centered processes in 4 communities to convene a public process, collect input, and propose recommendations to transform public safety



Leveraged our cross-disciplinary team of experts to advise local grassroots organizations and community groups on the legislative process, law enforcement policies and practices, and community engagement tactics to support their redesign work



Distributed and implemented our nationally-recognized *Roadmap for Exploring New Models of Funding Public Safety*, which provides a guide for municipalities examining allocation of existing resources and consider ways to invest resources more strategically



Published and distributed a set of guidelines, [White Supremacy in Policing: How Law Enforcement Agencies Can Respond](#)

RAPID RESPONSE/ THOUGHT PARTNERSHIP

Technical assistance and executive guidance to support public safety redesign

SERVES

GOVERNMENT STAKEHOLDERS, COMMUNITY LEADERS / ORGANIZATIONS AND LEAs

JUSTICE NAVIGATOR (NATIONAL JUSTICE DATABASE)

Data analysis (of internal police department data)

Justice Navigator Assessment that identifies racially inequitable outcomes for which police are accountable and opportunities to reduce harm

SERVES

LEAs AND COMMUNITY LEADERS / ORGANIZATIONS

COMPSTAT FOR JUSTICE

3–5 year engagement

Rigorous data analysis (of internal police department data)

Hands-on technical assistance to identify inequitable outcomes for which police are accountable and opportunities to reduce harm

Co-creation of a plan to mitigate inequitable outcomes

SERVES

ELIGIBLE LEAs

IN THE WORKS

- Mapping the evolving ecosystem of agencies and communities seeking support beyond the scope of NJD or C4J and defining what services products and tools they need
- Defining how we can modify or refine our existing DDIs to serve smaller agencies, transit agencies, and educational institutions seeking data analysis
- Scaling the services and tools we offer to serve a broader, more diverse market

NEW GUIDELINES HELP POLICE ROOT OUT WHITE SUPREMACY

On January 6th, we witnessed our nation's failure to safeguard the iconic symbol of our democracy in a grotesque illustration of how White supremacy continues to poison democracy and cost lives.

Despite the heroic action of the many U.S. Capitol police officers who defended the Capitol that day, numerous attackers were police officers with ties to hate groups and paramilitary gangs.

This incident was another reminder of the legacy of systemic racism that continues to terrorize Black and Brown people in this country and undermine public trust in law enforcement. As an organization, we are committed to building systems of public safety that value and protect the lives and liberties of all.

The **new guidelines** we released provide concrete tools to help law enforcement agencies to: 1) identify, discipline, and remove officers who intentionally advocate for or affiliate with hate groups or paramilitary gangs; and 2) adopt institutional rules and values aimed at ensuring that never again can any officer or employee claim to believe it is appropriate to affiliate with hate groups or paramilitary gangs.

GROWTH & SUSTAINABILITY

Our work has never felt as urgent as it has this year. And our team rose to meet the moment.

- Over the last year, **we tripled our staff capacity, doubled our Board, and deepened our expertise in key programmatic areas.**
- **We expanded our team** to broaden our strategic vision and increase our programmatic capacity.
- **We built the infrastructure** robust enough to scale yet nimble enough to tackle unexpected obstacles.
- And **we continued to adapt our operations** to strengthen internal communication and improve efficiencies between departments.

3x
more staff capacity

2x
Board of Directors



6 TEST DATA DRIVEN INTERVENTIONS & COMPSTAT FOR JUSTICE: Deliver at development site #1; set up development site #2

As a Black-led organization committed to empowering non-White communities, equity is fundamental to our mission and our work. Since our founding, we have prioritized diversity in our recruiting and hiring practices and continue to cultivate a supportive, inclusive organizational culture that inspires creativity and innovation. Our new staff members bring a breadth of critical skills, expertise, backgrounds, and experiences that enrich the culture we value and support our work to build connections in racially, economically, geographically, and professionally diverse communities.

Despite the growing pains that can accompany robust growth and the onslaught of unpredictable, external factors this year, our team grew stronger and more resilient. We recognized the added burdens on our staff as each of us juggled an increased workload while managing an evolving set of personal responsibilities—from navigating virtual learning to caring for aging parents and ailing loved ones. And we invested in resources to support our staff, increased access to mental health services, and offered creative opportunities to build trust and connection.

DELIVERABLES COMPLETED



Hired new COO Dirk Butler to oversee operations and lead implementation of our strategic vision



Launched fun, team-building activities while we worked remotely—from cooking classes to Justice Jams to poetry slams



Built our senior leadership team, including hiring Anna Prow as Chief of Staff and promoting Tracey Lloyd to SVP of Science



Instituted complimentary teletherapy for all staff



Hired 37 new staff members across all departments since May 2020 (See CPE Organizational Chart in the Appendices)



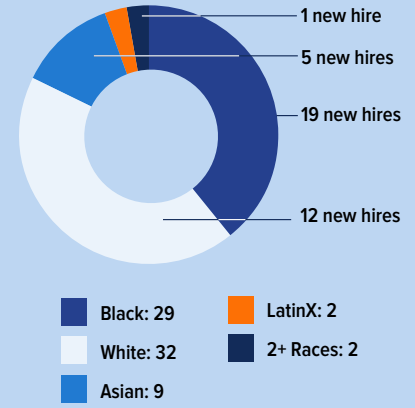
Convened staff periodically to discuss major national events—from the uprisings following George Floyd’s murder to the presidential election to the insurrection on the U.S. Capitol—and offered additional PTO when appropriate



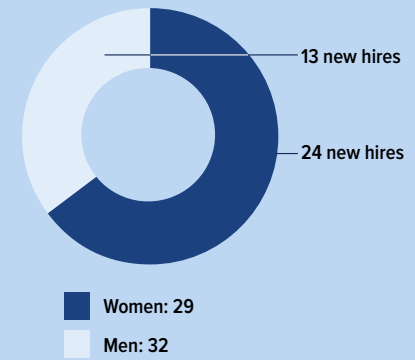
Tailored our orientation process to welcome the growing number of new staff

CEO and Co-founder Dr. Phillip Atiba Goff was appointed Carl I. Hovland Professor of African American Studies and Professor of Psychology at Yale University.

STAFF DIVERSITY BY RACE/ETHNICITY



STAFF DIVERSITY BY GENDER



IN THE WORKS

- ➔ Hiring for key positions, including: an internal CFO and staff to support that role
- ➔ Strengthening a multi-year financial model that details projected revenue and expenses for the next 3–5 years
- ➔ Ongoing assessment of HR needs for each department

GOAL 7 STRENGTHEN GOVERNANCE AND DEVELOPMENT TEAM: Implement Fundraising Strategies

CPE BOARD IN FOCUS

We recruited six new Board members to convene a diverse, 10-person Board of Directors well-positioned to oversee governance and fiscal management, contribute their expertise as we continue to move forward as an organization, and leverage their broad networks to support our work*.

We bolstered the infrastructure of our Finance team to steward the surge of contributed income we received in 2020. Working with our Acting CFO and a consultant, Signature Analytics, we set financial goals and implemented new fiscal processes. The Board made conservative investments to safeguard the influx of contributions and created a Board Finance Committee to oversee fiscal responsibilities. We also hired [WestFuller Advisors](#), a Black-led investment firm, to develop strategic asset allocation and provide ongoing portfolio management in alignment with our investment policy and organizational values. WestFuller Advisors' experience serving mission-driven clients and attention to diversity, equity, and inclusion, as well as environmental, social, and corporate governance, uniquely positions them to manage our portfolio in a way that reflects the spirit in which the contributions were made: as investments not only in CPE's future but in building the wealth, security, and power of the Black community.

(See the Board List in the Appendices)

* As of the printing of this report, Anne Milgram resigned from the Board, citing her nomination to lead the U.S. Drug Enforcement Administration.

FUNDRAISING

Thanks to the deluge of support that accompanied the 2020 uprisings, we outperformed our \$9 million Audacious goal for this year and recalibrated the goalposts to match the accelerated pace of our work. Our goal now is to raise \$30 million through FY22.

As the movement for racial equity soared over the past year, so did our donor base. We ramped up stewardship to welcome more than 27,000 new supporters into our coalition of justice champions. Even as the unprecedented spike in giving began to wane following the initial surge, we continued to raise major gifts and multi-year commitments to support our initiatives around harm reduction and public safety redesign. And we waged a successful year-end appeal campaign that yielded \$89,000. We continued to follow the steps laid out in the strategic plan, steward relationships with existing donors, and cultivate relationships with prospects to meet our revenue goals.

A Focus on Stewardship + Deeper Engagement

Due to the cascade of new donors, we focused on building strategic communications tools. We initiated an email welcome series to introduce our mission and programs to new supporters and conducted a survey to collect their input. We also launched a series of Justice Talks to engage corporate donors and their employees, solidified relationships with foundations, and bolstered our communications to share news and highlights with all of our supporters.

DELIVERABLES COMPLETED



Raised \$52,878,080, far surpassing our \$9M goal for Year Two



Presented Justice Talks to thousands of attendees at 9 companies



Launched an email Welcome series for new supporters



Distributed the inaugural edition of our newsletter, **Measuring Equity: Our Journey to Justice**, to 27K+ supporters



Promoted peer-to-peer fundraising campaigns initiated by justice champions rallying their own communities to support CPE



Doubled our Board of Directors and elected Charles Phillips as Board Chair



Hired Major Gifts Officer to guide outreach to individual major donors and build relationships with prospects

IN THE WORKS

- Expanding our development team to include: Assistant Development Director, Manager of Foundation & Corporate Relations, Manager of Individual Giving, Major Gifts Officer, Data Leader, Events Manager, and Administrative Assistant
- Planning virtual cultivation events and in-person meetings and activities (when safe!) to continue building our network of supporters across the country



POWERING THE MOVEMENT

We cemented our role as a national leader in the movement this year. As every media outlet in the country focused on America’s racial reckoning and the legacy of dysfunction between police and the communities they serve, we raised our voice to shape the national discourse. Our lead-

ership team appeared regularly on primetime to shed light on current events unfolding on the ground, provide historical context for landmark court decisions, and championed the work we do with law enforcement and communities to redesign public safety.

HARNESSING THE MOMENTUM

CPE’s leaders appeared on live TV and radio, podcasts, international media, Snapchat shows, and more. We increased our social media presence, cultivating more than 15,000 followers on Twitter and promoting our community engagement work on Instagram.

Major media outlets, including [CNN](#), [The New York Times](#), [Vox](#), [MSNBC](#), [NPR](#), [The Financial Times](#), [The Economist](#), [NBC Think](#), [The Chicago Tribune](#), and [The Washington Post](#), featured articles and op-eds by CPE’s leadership.

MEDIA HIGHLIGHTS OVER THE LAST 6 MONTHS:



Opinion: We’re making progress on the ‘what’ of reimagining safety. But what about the ‘how?’ (4/15/2021)
National Readership 20,640,486



Science: Asking the right questions about race and policing (2/12/21)
(Ad equivalency: \$3k; Readership: 1,590,487)



To Protect The Next George Floyd, We Must Remove the Thread of Police Violence from Everyday Life (4/20/2021)
National Readership 7,380,414



‘Abolition’ isn’t a relic of our past. It’s the key to revitalising democracy (1/26/21) (Total social shares: 401; Ad equivalency: \$4.5k; Readership: 2,398,804)



Amanpour & Co.: Police Reform (3/26/2021) (Analytics not available)



The Dystopian Police State the Trump Administration Wants (10/20/20) (Total social shares: 16,223; Ad equivalency: \$78.8k; Readership: 41,921,939)



Conversations with Harrison: Dr. Phillip Atiba Goff (2/23/21 and 3/5/21) (Total views: 8,486)



How racism amplifies Covid-19 risk for everyone (10/20/20) (Total social shares: 3,964; Ad equivalency: \$11.6k; Readership: 6,182,614)



The Sunday Show with Jonathan Capehart: Policing expert on Capitol rioters: ‘Some in law enforcement are part of this movement’ (1/10/21) (National viewership: 1,244,765)





Rachel Maddow interviews Dr. Goff on MSNBC



PBS News Hour's Judy Woodruff is joined by Dr. Tracie Keese, CPE's co-founder and Senior Vice President of Justice Initiatives.



PBS News Hour's Stephanie Sy speaks to Hans Menos, CPE's Vice President of Law Enforcement Initiatives



Chris Burbank, CPE's Vice President of Law Enforcement Strategy speaks on ksltv

FUELING STRUCTURAL CHANGE

Public demand to reimagine policing intensified the pressure on policymakers and legislators to address critical legislation around public safety. As the largest research and action organization focused on equity in policing, we championed progressive policy and legislation to drive meaningful reform. We continued striving to influence structural change at the federal, state, and local levels, cultivating relationships with elected officials, government entities, stakeholders, and key allies. And we testified at public hearings and built relationships with local, state, and federal decision makers.

Recent highlights include:

- **Supporting the George Floyd Justice in Policing Act** that was re-introduced by Rep. Karen Bass (D-CA) and passed by the House in March 2021 to ban chokeholds and carotid holds, prohibit no-knock warrants, prohibit racial profiling, mandate body cameras, and create a national database to track police misconduct
- **Working with New York state policymakers** to reintroduce a measure intended to preclude racial profiling and require data collection to monitor progress
- **Providing technical feedback and expertise** to the Alabama Minority Caucus and local elected officials to facilitate reintroduced legislation to curb racial profiling, and collect data to measure progress
- **Forging relationships with Senate Judiciary Committee staff** to pursue legislative action to reimagine safety, partner on hearings around models for training, mental health alternatives to armed response models, and racial profiling
- **Providing technical assistance and expertise** to North California state policymakers to support proposals to reimagine public safety
- **Presenting a [webinar](#) on State Regulation of Policing:** POST commissions and police accountability to articulate why Peace Officers Standards and Training (POST) commissions, like other professional regulatory agencies, must include representatives of the communities served and prioritize protecting the public from harm

Vermont, Connecticut, Massachusetts, Virginia, and Maryland changed laws to ensure that the state agencies that regulate police standards and training include increased representation of members of the public not affiliated with law enforcement.

CHALLENGES & LESSONS LEARNED

The country's thirst for justice inspired a sea change of public opinion and presented a window of opportunity. Before this year, we focused primarily on working with law enforcement to identify disparities and create targeted solutions to reduce harm. Changing practices and policies within existing systems remains vitally important—but reducing harm has never been enough. So we seized the chance to think bigger and reach broader in order to lift up communities.

Working closely with The Bridgespan Group, we conducted a strategic visioning process to reframe our work and develop a holistic approach to redesigning public safety by deepening our community engagement initiatives. Partnering with communities enables us to support their work to imagine what public safety could look like and leverage existing resources to design more efficient and effective systems for public safety.

As the window for change opened wider and we recalibrated our approach, we also invested time and energy into examining what that means for our law enforcement partners. We articulated our position, based on a growing body of research, that equitable public safety that empowers Black and Brown people and vulnerable communities must be founded on lifting up communities—rather than punishment.

As we continue our work, we foresee two challenges in particular. The recent surge of public attention fueled an influx of dollars into the field that aroused the kind of divisiveness that can stunt progress. As White supremacists and their apologists align against progress, we must anticipate how they will amplify the failures of experimentation in order to vilify the communities who most need our support. In addition, COVID-19 and civil unrest caused exogenous shocks to crime and police contact that will affect the ability for scientists to assess the influence of work to reconstruct the public safety landscape. Unusual spikes in crime, coupled with the dwindling public trust in police, will complicate our assessment of data for this timeframe.

Meanwhile, the pandemic exacerbated some of the operational challenges inherent to audacious growth. Lockdowns and travel bans magnified the typical challenges of supporting existing staff and recruiting, hiring, and on-boarding new staff while preserving our organizational culture. While scaling our DDIs, we tempered the pace of our growth to remain faithful to the values that guide us and the culture that defines us. And, as our staff navigated an unprecedented, often tumultuous, period riddled with

professional and personal hurdles, we reinforced the resources we provide to foster cooperation and compassion.

Our tech-savvy team adopted creative strategies to stay connected—to each other and our constituents. We imagined new ways to cultivate relationships with partners, policymakers, legislators, donors, and allies. Recognizing the complex set of challenges facing our LEA partners, we provided regular thought partnership, conducted virtual site visits and, when necessary, adapted our expectations and increased our support to balance their limited capacity with our need to mitigate project delays.

The renewed urgency on the ground mobilized communities, amplified pressure on law enforcement, and supercharged demand for our work from a broader, more diverse set of agencies and communities. Since launching the National Justice Database, the majority of demand has been from large, metropolitan police departments. Over the last year, however, we received significantly more requests from small and mid-sized LEAs, transit agencies, and educational institutions, many of which lack the data infrastructure to support useful analyses. We produced a suite of tools for municipalities and communities, ramped up our rapid response work, and accelerated plans to adapt our DDIs to meet the needs of a diverse set of agencies.

Despite the challenges, however, the firestorms of the last year inspired community activism and political will that electrified our hope and redefined what's possible.

We learned this year that the country is ready for bolder action than ever before. As a nation, we have learned that systems of punishment are not the foundation for public safety but the last measure after other systems have failed. We have learned that we do not need—nor can we afford—to wait for incremental change. And we have learned that the path towards a shared future must focus on harnessing our collective power in the pursuit of justice. **We must hold our gaze on justice.**

**THANKS TO YOU, JUSTICE HAS NEVER BEEN MORE POSSIBLE.
TOGETHER, WE WILL MAKE HISTORY.**



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