

2020 **Annual Report**

National Police Foundation



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Mission/Vision Statement

The National Police Foundation (NPF) was established in 1970 as a non-partisan, non-profit, and non-membership organization dedicated to advancing policing through innovation and science. NPF envisions a world where police and communities come together to leverage research and data in order to co-produce safe, healthy, economically thriving, and mutually trusting communities.

Principles & Core Values

INDEPENDENT & OBJECTIVE

NONPARTISAN & NONPROFIT

TRANSPARENT

COMMITMENT TO EXCELLENCE

DIVERSITY & INCLUSIVITY

NPF is proud to be a GuideStar Platinum-Level Charity, demonstrating our commitment to transparency. Learn more by visiting our [GuideStar profile](#).



Our New Home

After 50 years of working in Washington, D.C., we relocated our headquarters to Arlington, Virginia's National Landing in 2020. National Landing will soon welcome Amazon's "HQ2" as well as a new Innovation Campus of Virginia Tech, all within walking distance to Washington's Reagan Airport.

Our new smarter office space features state-of-the-art technology a large training room, a room for distance learning, and wellness facilities. As staff and guests move through the offices, they can visit our 40-foot wall mural timeline, featuring some of the NPF's most notable research and events over the last 50 years, and read inspirational and thought-provoking quotes from leaders and scholars about our past, present, and future.

Our facility allows us to host virtual and in-person meetings and conferences—bringing together our stakeholders to learn, explore, engage, and grow together as we advance policing through innovation and science.



From Our President

As NPF brings its 50th year to a close, we are reflecting on the fact that our work is far from done. In fact, the challenges facing our communities and nation today are many of the same that faced it on the day the Police Foundation was created in 1970. As I write, I cannot help but think the obvious question: “Have we failed?” As we know, hindsight is always perfect and our path to a better society is far from that. The challenges are great, they are in some ways more complex, and yet the urgency continues to grow. While I do not think it is fair or accurate to say that we have failed, I do think it is right to say that we have not done enough.



The work of NPF—leveraging science and innovation to advance policing—is quite challenging. Admittedly, science is not always the first thing we turn to when in need of immediate solutions. Somehow, we must accept that often those things we turn to in desperation are not the most effective solutions and, in some cases, may cause more harm than good. While trial and error are a part of life, they must also be a part of learning. To do that, we must embrace science, even when it is not the most expedient path and absolutely when it does not tell us what we want to hear or believe. This is who we are. This is what we do at NPF.

In 2020, with the support and full commitment of our Board of Directors, NPF made a major, \$1 million investment into policing reform. We did this at a time when saving every dollar to sustain the organization for the long term was critical, and yet our commitment was made without reservation. This support will allow us to engage the Council on Policing Reforms and Race and communities in conversations about policing reforms, and at the same time, motivate us to complete critical research that otherwise would have not been funded (i.e., examining the nature and composition of labor agreements and the efficacy of civilian oversight bodies). Together, these bold steps will propel us into the next 50 years of making a difference for communities and promoting what we believe is and will be one of America’s most noble professions—policing.

The year of 2020 also marks another year in NPF’s growth with overall revenues of nearly \$10,000,000, and with nearly 50 staff members and dozens of major projects and studies underway. We have enhanced our research and evaluation division with the addition of a data science component. Additionally, we have moved to new, high-tech office space, where we continue to expand our work and impact across the United States and internationally. The demand for our unique, science-informed approaches is great, but the need is always greater.

In closing, we are grateful for all of those who have engaged and supported NPF and those who have led us to this place. We are also grateful for those who have encouraged and found alignment with our findings as well as those who have disagreed and opposed our views. We have learned and benefitted from both and we will continue to seek both.

We look forward, together with you, to a brighter day and a better tomorrow.

Jim Burch
President, National Police Foundation

Board of Directors



Michael L. Brown
Police Chief
Alexandria, VA Police Department



Pamela Cammarata
Project Leader
International Assoc. of Directors
of Law Enforcement Standards &
Training
Washington, DC



Peter Cuneo
Chairman of the Board
Iconix Brand Group
New York, NY



Henry DeGeneste
President
HDG Consulting, Inc.
Ocala, FL



Cheryl Epps, J.D.
Attorney
Epps Consulting, Inc.
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Karen Freeman-Wilson, J.D.
President & CEO
Chicago Urban League



Dan Isom
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Executive Deputy Secretary Of
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Executive Director (Ret.)
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George Mason University
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Ronal Serpas
Professor
Department of Criminology &
Justice Loyola University
New Orleans, LA



Michael Valenti (Ex Officio)
Executive Advisor
NPF Business Strategies
Advisory Group

With Jeffrey S. Hydrick, Counsel, Buckley Sandler, LLP

Business Strategies Advisory Group

Advisors to the National Police Foundation come from a myriad of distinct backgrounds and locales, hailing from both the private and public sectors. What they all have in common is that they have distinguished themselves as thought leaders in their respective fields, believe in the mission of the Foundation, and understand the impact it has on society.

As advisors, they take a role as ambassadors for the Foundation, helping educate the public on the unique role the Foundation plays to help advance the science and research of policing. They support us by generously contributing their intellectual capital, volunteering their time, and in many cases, providing financial support.

Their role is distinct, vital, and critical. They support and compliment the Board of Directors, executive management, and the Foundation as a whole while serving the public interest to help the policing profession best serve our citizenry.

Joseph Bencivenga

Chief Financial Officer, Amore Sports Management

Bruce Blakeman, Esq.

President, Madison Strategies, Ltd.

Robert Chefitz

Managing Partner, Egis Capital Partners

Robert Cohen

Chief Executive Officer, Zomedica Pharmaceuticals

Kevin Cummings

Chairman & CEO, Investors Bancorp & Investors Bank

Peter De Capua

Consultant/ Retired Detective, Newark (NJ) Police Department

Edward Deutsch, Esq.

Founder and Managing Partner, McElroy, Mulvaney, Deutsch, Carpenter

E.J. Harrison

Business Development Associate, Bank of America

Gerald Healy

Founding Partner, Kips Bay Entertainment

Colonel Jack Jacobs

Partner, Fitzroy Group/On Air Analyst NBC

Ezra Kucharz

Chief Business Officer, Draft Kings

Bruce Mosler

Chairman Brokerage, Cushman Wakefield

John Mosler

Chairman Advisory Board, Avenues for Justice

Malcolm Nance

Counterterrorism Security Analyst, TAPSTRI Group

Marybeth O'Connor

Founding Member and Managing Partner, Lucky VIII Film Production

Maureen O'Connor

Managing Director, CBRE

Greg Orman

Founder Managing Partner, Exemplar Holdings

Vince Scocca

Founding Partner, Vincent Scocca Law Offices

William Taylor

Founding Partner, Miravast

Gregory Thomas

Senior Executive Law Enforcement Operations, Kings County NY District Attorney's Office

Chris Trucillo

Chief of Police, New Jersey Transit Police

Jerry Vizzone

Orthopedic Surgeon, Spine Institute Of New Jersey

Robert Zito

Managing Partner, IPZUSA

Building Trust and Legitimacy Between Police and Communities

Our collective success and public safety rest upon the relationship between police and communities. While society relies on the police for protection against crime and victimization, police officers depend on community support and cooperation to protect and serve. For efficient policing, building trust with the community is fundamental. Effective and positive police conduct strengthen neighborhood interactions, promote coordination, and facilitate mutual responsibility for tackling crime and disorder. Unfortunately, this critical relationship that relies on trust and collaboration is under more scrutiny than ever before. NPF recognizes the need for improved relations and progress.

In 2020, we placed a major emphasis on and enhanced our work to build trust between police and communities through:

EMPHASIZING LEARNING AND IMPROVEMENT WHILE PROMOTING ACCOUNTABILITY



For the past 50 years, a key pillar of our work has been independent and objective organizational assessments and after-action reviews, which serve as a way for law enforcement agencies to demonstrate their commitment to professionalism, ethical and high-quality policing services, transparency, and accountability. The year 2020 brought various opportunities for NPF to work with local agencies and jurisdictions around the country to conduct these assessments and reviews, providing recommendations based on best practices. We worked with the Central Falls (RI) Police Department to conduct an organizational analysis of the agency—including a review of its key policing approaches and core organizational elements such as policies, workload, and staffing—with the goal of improving its efficiency and furthering its commitment to community policing. We conducted after action reviews of First Amendment assemblies and demonstrations in Portland, OR; an officer-involved shooting in Fremont, CA; and the response to an active shooting at the University of North Carolina—Charlotte. In addition, we reviewed the use-of-force policy and practice in Pasadena, CA; Narcotics and Special Investigations Division policy and practice for the Metropolitan Police Department in Washington, DC; and the active shooter response protocol in Chatham County, GA.

ADDRESSING POLICING REFORMS AND RACIAL DISPARITIES

In October 2020, NPF, without external funding support, launched the Council on Policing Reforms and Race (“Council”)—a majority African American-led nonpartisan initiative that is using research and evidence to consider and offer recommendations to resolve some of the most significant and pressing issues with regard to policing reforms and race. The Council, being led and predominantly comprised of African American leaders from community-oriented organizations, research scholars, business, economic and faith leaders, elected officials, policing leaders and others, will collectively make policy and practice recommendations for reforms that address these issues, particularly to reduce and prevent disparate policing outcomes affecting Black communities and the deterioration of trust and respect between law enforcement and Black communities. While various national panels and blue-ribbon commissions have been put forth previously to address similar areas of concern, this effort is distinguished by its aims of bringing together a broad cross-section of perspectives, infusing what we know and don’t know from science in relation to these issues, elevating the voices of Black Americans working inside and outside of the policing profession, and with the support of an organization such as NPF that aims to see these recommendations through to implementation.



KEY FOCUS AREAS

- Organizational development and training
- Re-defining policing
- Culture of policing
- Culture in the broader society
- Accountability
- Challenge of unions
- Reducing the footprint of policing
- Who sets policy?



Leveraging Scientific Research to Advance Policing

Policing has faced numerous, unprecedented challenges this year—a deadly virus plaguing the nation and taking the lives of hundreds of officers and staff, widespread protests and unrest, and calls for defunding the police followed by budget reductions in some places, even at a time when we are expecting more, and police recruitment is struggling. Now more than ever, this year has taught us the importance along with the power of leveraging scientific research and data over political or emotional rhetoric to advance best policing practices in the country. As we usher into a new era of change, healing, and progress, we must continue to understand the power of science and data to help us adopt evidence-based strategies, policies, and tactics that aim to achieve the most good while causing the least amount of harm.

In 2020, we initiated new projects and answered critical questions, including:

HOW DO SMALL LAW ENFORCEMENT AGENCIES RESPOND TO PEOPLE IN CRISIS?

We conducted a survey that found most small law enforcement agencies have adopted a form of a “specialized police response model” that focused on collaboration between law enforcement agencies, mental health agencies, and advocates, when dealing with calls involving persons in crisis. Research in this area highlighted the difficulty for local agencies to conduct work in rural areas. This study not only informs our understanding of how these reforms are implemented in rural areas, but also highlights a significant challenge for the “divest/reinvest” movement as it brings to light the lack of resources and capacity in these areas. As we look forward to the new year, we must think harder and deeper about how our work in policing reform relates to rural and suburban areas, which include the vast majority of agencies in the country.

KEY FINDINGS

Respondents were asked to estimate the amount of money their agency budgeted for training and programs related to crisis response, including engaging a CIT or crisis facilitator and reimbursement to mental health providers.

- Most respondents (**70%**) reportedly **budgeted \$0** or simply left the question blank.

Few agencies reported that their systems were integrated with others:

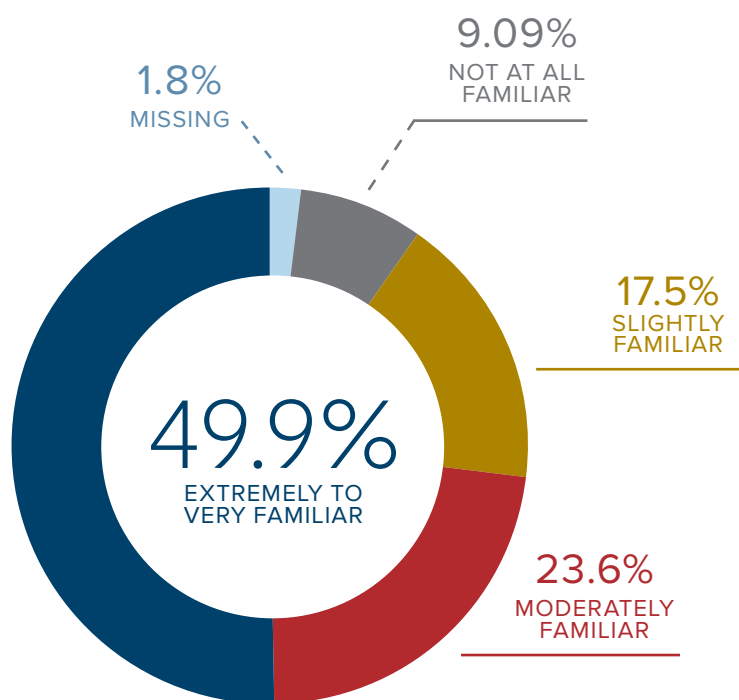
- **9%** reported integration with court data systems
- **3%** with a hospital system
- **2%** with behavioral health systems, and;
- **3%** reported integration with both behavioral health and court data systems.

In 2020, NPF, with support from the Joyce Foundation and 21CP Solutions, launched a diffusion assessment to assess the reach, impact, challenges, and successes of the principles of the [21st Century Policing Task Force Report](#) (Report) since the release of the report in 2015. This study will assess the reach of the Report in policing, and changes that may be attributable to the Report or recommendations. A report is anticipated in early 2021 as the results of a national survey of law enforcement, dozens of interviews with community and other leaders and a series of case studies are completed.

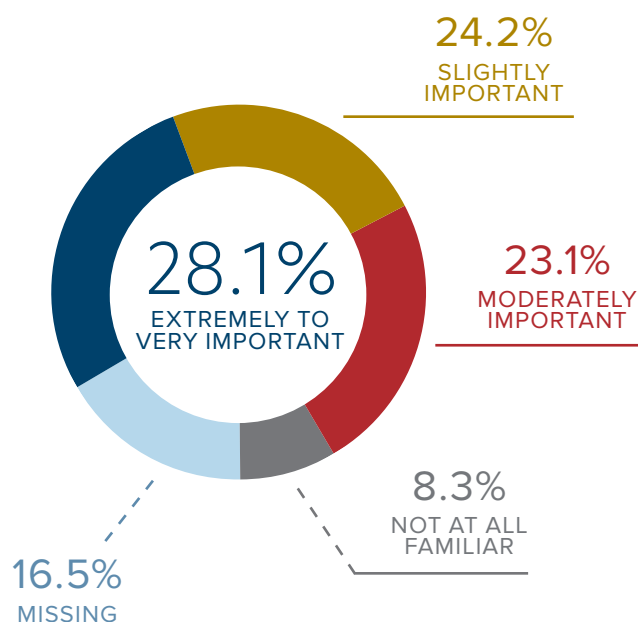
Preliminary data show that most policing leaders who responded to the survey were extremely or very familiar with the Report and most found it to be at least moderately important in guiding changes in their departments between 2015 and 2020.

HOW DID THE 21ST CENTURY POLICING TASK FORCE IMPACT POLICING?

TO WHAT EXTENT ARE YOU FAMILIAR WITH THE 21CPTF REPORT (2015)?



HOW IMPORTANT WAS THE 21CPTF REPORT (2015) GUIDING CHANGES IN YOUR DEPARTMENT BETWEEN 2015 AND 2020?



n = 541, number of responding agencies

NOTE: "Missing" in Chart 2 includes those who were not familiar with the report in Chart 1.

Beginning in 2020, we began providing technical assistance to the Baltimore Police Department as it implements a new peer intervention training program called Ethical Policing is Courageous (EPIC). EPIC is a research-informed peer intervention program that trains officers across all ranks to intervene in potentially harmful situations to prevent misconduct and mistakes—preserving officer and community wellness. Through scenario-based training, EPIC provides officers with the skills to intervene with peers when needed and educates officers about the barriers to intervention and how to overcome them. NPF is supporting the ongoing implementation of this initiative and evaluating the impact of the program through a randomized controlled trial to inform the ongoing development of active bystanders training in policing.

CAN PEER INTERVENTION BE EFFECTIVE IN POLICING?



BODY-WORN CAMERAS: WHAT WE HAVE LEARNED AFTER 10 YEARS OF DEPLOYMENT?

Rarely has a police technology been adopted as rapidly as body-worn cameras (BWCs) have in the past ten years. In January of 2020, we hosted a one-day conference, in partnership with Arnold Ventures, to explore and synthesize what we have learned about body cameras—both through scientific research and law enforcement practice—in the years since their deployment, as well as considerations for future implementation. The conference featured research presentations from prominent researchers who have studied the effects of body worn cameras on outcomes such as legitimacy and procedural justice, officer proactivity, and victim satisfaction, as well as discussions with police executives based on their experiences with body camera programs in their agencies, including cost vs. benefit analysis.





In 2020, our research staff continued data collection efforts as part of a multi-site, multi-phase field experiment aimed at exploring whether applying enhanced procedural justice components to hot spots policing can bolster citizen perceptions of police legitimacy as well as achieve long-term crime reduction, simultaneously achieving both fairness and effectiveness.

Hot spots policing strategies focus on small geographic areas or places, usually in urban settings, where crime is concentrated. As a result, hot spots policing has been found to reduce crime without displacement. But aggressive hot spots tactics could have long-term negative effects on legitimacy perceptions, which are key to democratic policing and have been linked to citizen compliance with the law.

As stated in the President’s Task Force on 21st Century Policing, there is a need to “specifically look at the potential for collateral damage of any given [crime fighting] strategy on community trust and legitimacy.” Procedural justice involves fair and

CAN HOT SPOTS POLICING WITH ENHANCED PROCEDURAL JUSTICE IMPROVE PERCEPTIONS OF THE POLICE AND REDUCE CRIME?



respectful treatment of citizens by police. It has been argued that use of procedurally just approaches will increase legitimacy and reduce crime. Our study is the first to rigorously test these assumptions in the context of a field experiment in proactive policing.

Forty crime hot spots in four agencies were identified (160 total hot spots) and divided between a standard hot spots policing condition and an enhanced procedural justice in hot spots condition. Each of the four police agencies dedicated 8-12 officers to the project. The standard hot spots policing condition officers received a 4-hour training on hot spots policing, while the procedural justice group officers received a 40-hour training on procedural justice.

Outcomes are being measured with systematic social observations to assess officer behavior, official crime data, in-person resident surveys and surveys of individuals who have had police contact. The study sites are: Tucson AZ; Cambridge, MA; Houston, TX; and Indianapolis, IN. Once completed, the results of this study will have important implications for all law enforcement agencies striving to reduce crime, yet not compromising community trust and perceptions of legitimacy.

"Today, everyone recognizes that data and science are critical to improving policing. The National Police Foundation figured that out 50 years ago. It was developing evidence-based policing decades before anybody knew what it was. It was studying the effectiveness of targeted patrol before hot spots were a thing, and evaluating team policing before community policing was born. And from the 1970s it was using rigorous experimental methods to test police strategies, at a time when most doubted that police agencies would cooperate in any kind of research. What a record, what a legacy, and it continues."

**Gary Cordner, Ph.D., Academic Director, Education & Training Section,
Baltimore City Police Department**

Developing Innovative Solutions to Meet the Needs of Police and Communities

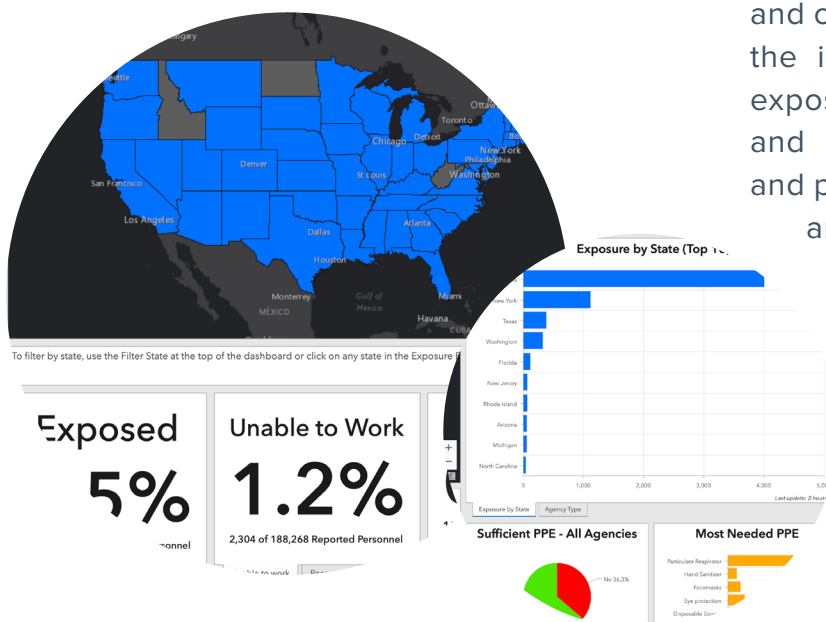
Our communities are in a constant state of change. While social constructs are increasingly redefined over time, the needs of law enforcement officers and their communities have shifted as well. This unprecedented time of societal transformation must be met with innovative solutions that address these evolving challenges. The landscape of innovation covers advancements in technology, policing practices, operational concepts, and insights through partnership. Policing problems require reliable tools to make an immediate impact while community concerns call for ethical and efficient law enforcement.

This year, we answered the call to action and catalyzed innovation in the following ways:

PROVIDING REAL-TIME DATA AND ANALYTICS TO MONITOR THE IMPACT OF COVID-19 ON LAW ENFORCEMENT AGENCIES

In collaboration with the National Alliance for Public Safety GIS Foundation (NAPSG) and Esri, we developed a [real-time situational awareness tool](#) for law enforcement executives to monitor the impacts of COVID-19 on law enforcement agencies at the state and national level. The tool, featuring a real-time dashboard, provides critical insights for executives, commanders, and other stakeholders to assess and monitor the impacts of COVID-19, including officer exposures, diagnoses, workforce impacts, and personal protective equipment needs and projections. Data collected is aggregated and mapped at the state-level to show the implications across the country.

Law enforcement agencies can then compare impacts in their state with those of other states. We later expanded the dashboard as a tool to collect data on the impacts of national demonstrations during 2020, including morale and staffing.



"As a law enforcement officer, I have seen the good, bad, and ugly. Sometimes we are caught up in trying to save the world when sometimes we need to be saved. I want to say THANK YOU for thinking about first responders and those who risk it all every day."

National First Responder COVID-19 Grant Relief Program Recipient

SUPPORTING FIRST RESPONDERS IMPACTED BY COVID-19



In order to support first responders impacted financially by the COVID-19 pandemic, NPF—with generous support from sponsors—established the [National First Responder COVID-19 Grant Relief Program](#), which is providing microgrants to first responders and their families to reimburse select COVID-19 related expenses, such as dependent care, isolation lodging, decontamination and cleaning services, and mental health and counseling services. Microgrants are being awarded in an amount of up to \$1,000 per first responder household. To date, NPF has awarded more than 170 microgrants to first responders, including law enforcement, firefighters, emergency medical services (EMS) personnel, emergency communications professionals, correction/detention officers, and analysts who are required to report to work during the pandemic.

"What I value most about the National Police Foundation is their focus on science and innovation. It is critical that police leaders, government officials, and technology companies like Axon rely on good research to develop innovative solutions to keep communities and officers safe. I also value the support they provide to public safety. We proudly partnered with the NPF for the #GotYouCovered campaign this year to deliver over 1.25 million masks and other PPE to first responders when they needed it the most."

Rick Smith, Founder and CEO, Axon Enterprise, Inc.

A key question that surfaces in many reform discussions is what do communities want and how should policing provide that? The question challenges us to consider the problems to be confronted by the police, what success looks like, and how that gets measured. Gone are the days when success is represented by arrest statistics. To address this, NPF worked with scholars and police leaders and officers around the United States to develop the next generation of performance management for policing. A proactive and problem-solving approach, “CompStat360” (CS360) provides police leaders with a blueprint and tools to integrate community needs and feedback into a data-driven process of performance management that values community goals and sentiment as a priority. Throughout 2020, the NPF CS360 project team continued to expand the program to more departments, supporting them during the changing dynamics of community engagement.

ENHANCING PERFORMANCE MEASUREMENT FOR POLICE DEPARTMENTS

At a time when communities are seeking ways to play an active role in public safety, police resources, priorities, and responses must reflect community concerns to promote trust, partnerships, and accountability while also ensuring the wellness of the workforce and guaranteeing overall public safety. To date, the NPF project team has worked directly with 16 sites to implement CS360.



BUILDING AND STRENGTHENING A COMMUNITY OF PRACTICE TO REDUCE GUN CRIME



As gun crime has continued to be a major concern for many communities, NPF is enhancing a key gun violence reduction strategy through inter-agency collaboration, partnership building, and technological innovations. For the past four years, NPF has led a National Center for Improving Law Enforcement Investigations, funded by the U.S. Department of Justice Bureau of Justice Assistance. The Center is providing training and technical assistance to two dozen agencies with the goal of reducing gun violence. Through the effort, NPF helps police implement a Crime Gun Intelligence Center (CGIC) strategy, a research- and data-driven approach that leverages inter-agency collaboration and technological innovations to prevent, disrupt, and solve gun-related crime. The overall aim is to improve the effectiveness of patrol, investigative, and prosecutorial responses in order to build community confidence and reduce harm.

Improving Officer Safety and Wellness Through Data-Driven Training and Technical Assistance

NPF continues to be a leader in promoting and sharing best practices to improve officer safety and wellness. In 2020, NPF expanded upon several of its key officer safety programs and also launched several new projects to address the most pressing safety and wellness needs in law enforcement today based on research and data.

We continue to maintain and promote the LEO Near Miss reporting system, encouraging law enforcement personnel to share their near misses and on-the-job lessons learned through the system to help prevent fellow officers from being injured or killed. Every month, we share a near miss story with an engaged community of officers from over 800 law enforcement agencies to ensure vital safety information and reminders are available for front-line officers. In addition, we partnered with the Virginia Center for Policing Innovation to launch an interactive e-learning course, entitled [*Supporting Your Mission: An Introduction to the Law Enforcement Officer \(LEO\) Near Miss Reporting System*](#). The 1-hour course provides participants with a basic awareness and understanding of the [*LEO Near Miss*](#) reporting system and details how officers and agencies can use the system in daily operations to help ensure their safety and the safety of other law enforcement officers.

IMPROVING OFFICER SAFETY THROUGH NEAR MISS ANALYSIS



As part of our continued efforts to improve officer safety and wellness, we worked with three local law enforcement agencies—through the U.S. Department of Justice Bureau of

Justice Assistance (BJA) Preventing Violence Against Law Enforcement and Ensuring Officer Resilience and Survivability (VALOR) Officer Safety and Wellness pilot project—to provide site specific technical assistance based on jurisdictional and departmental needs, including the Alexandria (VA) Police Department. NPF worked with agency leadership to create a 12-month evidence-based officer safety on the road campaign. The campaign featured monthly safety posters with key messages based on leading factors and contributors to motor-vehicle related injuries and fatalities in law enforcement, in order to promote a culture of safety throughout the department. Furthermore, NPF's research team is evaluating the performance of the campaign as it relates to officer safety throughout the department.



SUPPORTING AGENCIES IN CREATING A CULTURE OF ROADWAY SAFETY

ANALYZING RESULTS FROM A NATIONAL SURVEY ON OFFICER SAFETY TRAINING TO IDENTIFY PRIORITY AREAS OF NEED

In 2020, we [published the results from a national survey](#) of law enforcement agencies that was conducted to understand the current training landscape in law enforcement, including the following: perceived vs. actual officer safety threats, most critical perceived training needs, training currently provided (academy and in-service), constraints to providing training, and most preferred training formats. A survey based on these areas was developed and administered to a stratified random sample of 1,514 state and local law enforcement agencies, which represents approximately 10% of the law enforcement agencies in the United States. A total of 652 agencies completed and returned the

survey, representing a 43% response rate. The responding agencies were diverse in size (small to large agencies), region in the United States, and type (municipal, county, and state police). The results were significant in that they pointed out some discrepancies between perceived vs. actual risks, as well as between in-service training priorities and actual risks based on injury and fatality data. These discrepancies highlight the need for more research in this area and also serve as a basis for informing executives of priority training needs. We created an [interactive website](#) providing detailed analysis of the survey results to help agency leaders better understand the implications of the findings from the survey.



LEADERSHIP DURING A CRISIS: A CRITICAL INCIDENT PREPARATION & RESPONSE LEADERSHIP TRAINING

NPF, with funding from the Motorola Solutions Foundation, hosted a one-day virtual training for public safety and first responder leaders on preparing for and responding to critical incidents. Based on lessons learned from past responses to incidents of mass violence, this training was intended to educate leaders on how to equip their agencies and departments with the resources and strategies to respond quickly and effectively when confronted with crisis situations.



“The National Police Foundation’s support of the Alexandria Police Department’s safety on the road campaign represents an innovative and science-informed approach to officer safety and wellness, customized for the unique needs and challenges of the APD. The Foundation’s staff worked closely to engage our officers and staff, to use data and key insights to set program goals and design content and executed the campaign as scheduled. Throughout the process, NPF assisted in collecting data which we are now analyzing to determine impact on officer behavior as it relates to safety.”

Chief Michael L. Brown, Alexandria Police Department (VA)

Since 2016, we have partnered with the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA) to improve the professionalism of Mexican public safety agencies through CALEA Accreditation, with funding support for NPF's training and technical assistance and for the accreditation fees paid by Mexican agencies, from the U.S. State Department's Bureau of International

Narcotics and Law Enforcement Affairs (INL). The purpose of the Commission is to develop standards based on international best practices in public safety, and to establish and administer the accreditation process. The accreditation process is how a public safety agency voluntarily demonstrates

how it meets professionally recognized criteria for excellence in management and service delivery. At the end of 2020, our staff and consultants were providing technical assistance to 24 law enforcement agencies, 28 public safety training academies, and 22 public safety communication centers in 26 of Mexico's 32 states. Twelve of those agencies achieved accreditation with our assistance in 2020, bringing the total number of client agencies that have achieved accreditation to 28. We successfully assisted all of those agencies through a 2- to 3-year self-assessment period of improving their internal policies and procedures, as well as their processes for interaction with community members to comply with CALEA's standards.

BUILDING TRUST IN GLOBAL COMMUNITIES BY STRENGTHENING POLICY & PRACTICE



"High-functioning partnerships between community members, community developers and law enforcement are imperative to addressing local causes of crime and building strong, healthy communities. We are proud of our long-standing relationship with the National Police Foundation, a champion of these partnerships which create genuine safety and have proven to help lower crime, bring about deeply healing collaborations, and drive systems change in dozens of places across the country."

Maurice Jones, President, Local Initiatives Support Coalition

2020 Publications

- 12/2020** How Small Law Enforcement Agencies Respond to Calls Involving Persons in Crisis: Results from a National Survey
- 10/2020** School Resource Officers: Averted School Violence Special Report
- 08/2020** National Survey on Officer Safety Training: Findings and Implications
- 08/2020** National Survey on Officer Training: Executive Brief
- 06/2020** Police Body Cameras: What Have We Learned Over Ten Years of Deployment?
- 03/2020** Community Policing in Baltimore: Perspectives from Baltimore Police Department Personnel
- 03/2020** Conversations with Rural Law Enforcement Leaders
- 02/2020** Baltimore Community Input to the Baltimore Police Department Community Policing Plan
- 02/2020** How to Conduct an After-Action Review

These and more can be found at <https://www.policefoundation.org/publications>





OnPolicing Blogs

In 2020, we continued our *OnPolicing* blog series, which is aimed at sparking dialogue around relevant policing topics from multiple perspectives.





- 02/12/2020** [Facial recognition technology deployment and mass surveillance in London](#)
- 04/07/2020** [What chiefs can do today about impending officer shortages](#)
- 04/09/2020** [COVID-19 is ‘taxing on police chiefs’ but policing profession’s ‘strong mindset’, ‘public cooperation’, and ‘communication’ is going ‘incredibly well’](#)
- 05/10/2020** [Confronting COVID-19: Strong leadership, honest assessments, utilizing available resources, communication, and education](#)
- 05/12/2020** [Police data behind the pandemic response: policing through COVID-19](#)
- 07/08/2020** [Ransomware and cyberattacks are not going away anytime soon—here is how to protect your agency](#)
- 07/12/2020** [Policing, quo vadis?](#)
- 07/17/2020** [When strategies cause unintended harms](#)
- 09/29/2020** [In policing, ‘you don’t know nothing’—until you ask questions](#)
- 09/29/2020** [Put your mask on first: Prioritizing self care for law enforcement executives](#)
- 11/25/2020** [Origins of officer-involved shootings: Analysis of data reported to police via 911 calls reveal opportunities to reduce violent outcomes](#)
- 12/21/2020** [Developing evidence in de-escalation of potential use of force encounters](#)

Science and Innovation Livestreams

In 2020, NPF launched a Science & Innovation livestream series to actively bring research into the conversation and apply it to everyday management and reform conversations. These live broadcast conversations, streamed directly from Facebook, YouTube, and Twitter, featured perspectives from practitioners and academics and facilitated meaningful discussions around scientific research and practical applications for agencies. Through this series, we were able to explore key scientific and technical findings and innovations related to police training, culture, and community relations, intended to help police leaders in guiding and managing the agency, including the development of new policies and procedures; help elected officials and community members gain a deeper insight into police organizations and policing overall; and to expand our knowledge collectively.



National Police Foundation Science & Innovation Livestream Series

 <p>"Lawful but Awful" Falls in the Court of Public Opinion—Ho...</p> <p>76 views • 5 months ago</p>	 <p>Moving Beyond "Best Practice": Experience in...</p> <p>199 views • Streamed 6 months ago</p>	 <p>Avoiding the Need for De-Escalation – A Social...</p> <p>193 views • 6 months ago</p>	 <p>Understanding Police Culture - Don't All Cops Think Alike?</p> <p>347 views • 7 months ago</p>
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2020 Corporate Sponsors

On July 22, 2020, NPF began a year-long celebration of the organization's past, present and future. The generous support from sponsors is vital in helping us fulfill our mission. Funds were and will continue to be used for commemorative activities spread throughout a 12 month period and include both virtual and in-person events (COVID-19 pending), opportunities for individuals and corporations to deepen their connection to our mission of advancing police through innovation and science, engage with the communities in which we serve, as well participation in robust online and social engagement with stakeholders and constituents. Sponsorship extends beyond a partnership and embraces comradery. This support assists NPF as we work to reduce force and firearm use, improve community trust in policing, and promote officer safety and wellness.

While our corporate sponsors provide a vital resource that enables us to take swift action in response to national and regional needs, it is important to note that the corporate support we receive is not used in support of research related to the sponsoring organization in furtherance of scientific integrity. Additionally, none of the corporate sponsorship resources or any NPF contributed funding is used to purchase policing or military equipment for agencies or to provide agencies with predictive or surveillance technologies.

TRANSFORM POLICING



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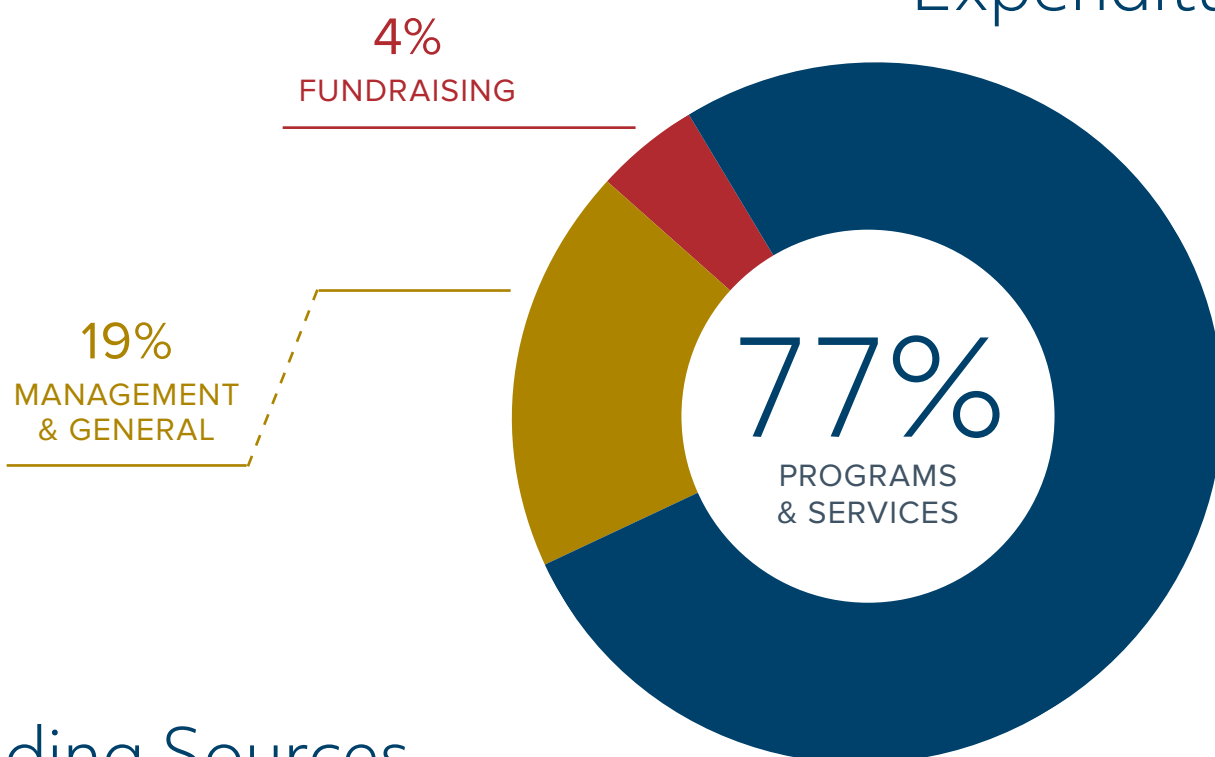
ADVANCE TRUST

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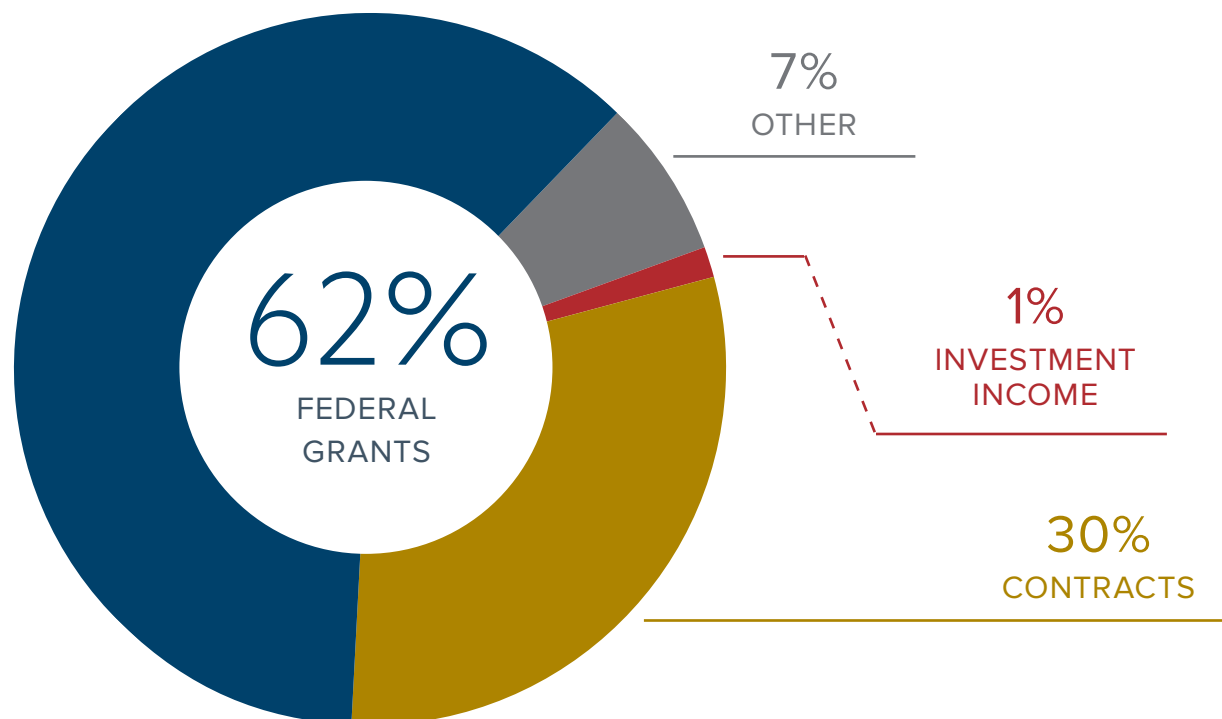
MARY BETH
O'CONNOR

A Look at Our Financials

Expenditures



Funding Sources



*From the Fiscal Year 2020 Unaudited Financials



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