



**NATIONAL POLICING INSTITUTE**

Pursuing Excellence Through Science and Innovation

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# 2025

# ANNUAL REPORT

NATIONAL POLICING INSTITUTE

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# MESSAGES FROM NPI LEADERSHIP

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## ***TO OUR PARTNERS, SUPPORTERS, AND FRIENDS,***

This past year has tested the National Policing Institute in ways we did not anticipate. Even as our teams continued to deliver groundbreaking research, support agencies facing complex challenges, and advance evidence-based policing nationwide, we confronted a funding environment that fundamentally shifted beneath us. Federal grant decisions resulted in more than \$8 million in losses, forcing us to make the difficult choice to reduce staffing after six years of steady organizational growth. These were not decisions we made lightly, and they affected dedicated colleagues who have given so much to this mission.

I share this not to dwell on setbacks, but because honesty matters, especially when speaking to those who believe in our work. The challenges we face are real, and while some funding decisions remain under review, we must plan for a different future than the one we envisioned just a year ago.

Yet even in the face of uncertainty, I have never been more convinced of the necessity of NPI's mission.

Across the country, law enforcement agencies are navigating extraordinary complexity: rapidly evolving technology, shifting community expectations, staffing shortages, and intense scrutiny of every decision they make. They need what NPI provides, specifically independent, rigorous research; practical tools grounded in evidence; and a steady voice that refuses to retreat into polarization or oversimplification. This work is not optional. Public safety is not a partisan issue. And we cannot

**We are streamlining operations,  
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impact.**

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lose sight of this truth: democracy depends on policing that is effective, accountable, and trusted by the communities it serves. Professional policing is not simply a public service, it is an essential ingredient of a functioning democracy.

So, we are adapting. We are working aggressively to diversify our funding base away from where we are today, with more than 60% of our revenues coming from federal grants, because we know that reliance on any single source leaves us vulnerable. We are streamlining operations, maximizing efficiency, and exploring new partnership models that will allow us to sustain and even expand our impact. We are pursuing every pathway available to ensure that the essential work detailed in this report continues.

**We are still here. We are still pursuing our mission as vigorously as ever. And we will not give up because the stakes are too high, the need too great, and the evidence too clear that what we do matters.**

The accomplishments you'll read about in these pages, from transforming investigations through Crime Gun Intelligence Centers to leading national efforts in officer safety and de-escalation training, represent what NPI can achieve even during difficult times. Our researchers continue to publish influential findings. Our partnerships with agencies from Seattle to Phoenix to Spokane County continue to yield measurable improvements. Our commitment to independence, scientific rigor, and meaningful impact remains unwavering.

But I will be direct: we cannot do this alone. The gap left by federal funding reductions will not close itself. While some have expressed interest in helping fill that gap, expressions of support must become tangible investment if NPI is to maintain the scope and quality of work the field deserves.

We are still here. We are still pursuing our mission as vigorously as ever. And we will not give up because the stakes are too high, the need too great, and the evidence too clear that what we do matters.

If you believe, as I do, that evidence-based policing strengthens both public safety and public trust, then I ask for your continued partnership. Whether through financial support, collaborative projects, or helping us connect with others who share our commitment to this work, your engagement will determine what NPI can accomplish in the years ahead.



Thank you for standing with us during a challenging time. Thank you for believing that the path forward for policing must be grounded in research, guided by evidence, and committed to serving every community with excellence.

With determination and gratitude,

*Jim Burch*

*President, National Policing Institute*

## ON BEHALF OF THE BOARD OF DIRECTORS,

I write to you during a pivotal moment for the National Policing Institute, one that demands both candor about the challenges we face and clarity about the path forward.

This past year, NPI demonstrated once again why it stands as an indispensable resource for law enforcement agencies and the communities they serve. The work detailed in this report, from advancing officer safety to transforming investigative practices to establishing national standards for de-escalation training, represents the kind of rigorous, independent research and practical support that simply does not exist elsewhere at this scale and quality.

Yet 2025 also brought unprecedented challenges. Federal grant terminations resulted in losses exceeding \$8 million, with some decisions still under review. This was not a reflection of NPI's performance or impact; indeed, the work continued at the highest levels of excellence, but rather a shift in the federal funding landscape that we could not have predicted or prevented. The result has been painful: reduced staffing, constrained capacity, and the difficult reality of reversing years of organizational growth.

The Board has spent considerable time this past year examining NPI's financial sustainability and strategic positioning. What we have concluded is this: NPI's mission is too critical, and its unique



capabilities too valuable, to allow funding volatility to determine whether this work continues. But achieving the stability and independence NPI deserves will require a fundamental shift in how the organization is resourced.

Today, federal grant revenues comprise more than 60% of NPI's total revenue. This concentration creates vulnerability that we can no longer accept. The Board is committed to supporting management's aggressive efforts to diversify funding sources, with a goal of reducing federal reliance to less than 40% of total revenue. This is not merely a financial strategy, it is essential to preserving NPI's independence and ensuring its ability to pursue the research and support that the field needs most, regardless of shifting political winds.

To be direct: we need partners who understand that supporting NPI is an

investment in the infrastructure of democratic policing itself. Professional, evidence-based law enforcement is not a luxury or a partisan preference, it is foundational to public safety, community trust, and the health of our democratic institutions. NPI provides the research, standards, and tools that make professional policing possible at scale.

We have heard expressions of interest from foundations and individual donors who recognize this imperative. Now we need those expressions to translate into committed partnership. The gap created by federal funding reductions represents both a crisis and an opportunity - an opportunity for philanthropic leaders and committed donors to step forward and ensure that NPI's essential work not only survives but thrives.

The Board remains confident in NPI's leadership, its talented team, and its strategic direction. Even amid financial challenges, NPI was recognized in 2025 as one of the best nonprofits to work for, retained its Platinum Status on Candid (formerly GuideStar), and maintained a 4-out-of-5-star rating on Charity Navigator. These independent assessments affirm what we know: NPI is exceptionally well-managed, fiscally responsible, and committed to organizational excellence. We see clearly the demand for what NPI provides and the impact it continues to generate even under constrained circumstances. What we need now are partners who share our conviction that this work matters and who are willing to invest accordingly.

If you are reading this report and recognize the value of what NPI accomplishes—if you believe that law enforcement agencies deserve access to rigorous research, evidence-based tools, and independent expertise, then I invite you to contact us. The Board is prepared to have substantive conversations with funders, philanthropists, and partners about how we can work together to secure NPI's future and expand its impact.

The stakes are too high for NPI's work to be held hostage to the volatility of any single funding stream. With your partnership, we can ensure that the National Policing Institute continues to serve as the nation's leading resource for professional, effective, and accountable policing for decades to come.

Thank you for your consideration, your support, and your commitment to the vital work reflected in these pages.

Sincerely,

**Laurie Robinson**



*Professor Emerita of Criminology, Law  
and Society, George Mason University*

*NPI Board Chair*



# FIVE WAYS NPI IS CHANGING POLICING

## 01. Embracing Technology Innovation for Policing

From Spokane County to Seattle to Phoenix, NPI is redefining how public safety agencies use technology to make smarter, more transparent decisions. NPI helps agencies adopt tools responsibly and effectively, ensuring the best return on investment for the agency while also enhancing public safety, supporting officers, and strengthening community trust.

### Modernizing Decision-Making with Data and Analytics

Through advanced analytics and the evaluation of emerging technologies, NPI supports jurisdictions in using data to understand risk and optimize deployment strategies. NPI continues to shape the national conversation on responsible, effective, and community-centered technology in policing. Our work with the City of Seattle stands out as a clear example of how NPI helps agencies modernize public safety systems while prioritizing transparency, accountability, and evidence-based practice.

### Building Frameworks for Responsible Technology Adoption

Seattle's commitment to innovation provided an ideal environment for NPI to help develop frameworks that ensure new technologies are deployed responsibly and thoughtfully. This included examining how tools can enhance officer decision-making, reduce harm, and support alternative response models. Through our evaluation and implementation support, NPI guided Seattle in adopting solutions that are not only modern, but measurable, transparent, and aligned with community expectations.

By translating data and research findings into practical action plans and documenting replicable strategies, NPI ensures that innovation is evidence-based, ethical, and community-centered—setting a national standard for responsible modernization.

## Turning Data into Action

NPI's support extended beyond analysis. Working alongside Phoenix stakeholders, NPI helped create processes and frameworks that translate data science into operational practice. This included identifying the drivers behind hotspot locations, evaluating the effectiveness of interventions, and designing strategies that align with both agency priorities and community expectations. The partnership helped ensure that Phoenix's use of technology remains transparent, grounded in evidence, and oriented toward sustainable crime reduction.



## 02. Transforming Investigations with Research and Real-Time Intelligence

NPI plays a key role in strengthening investigative precision through its support of Crime Gun Intelligence Centers (CGICs). This multi-disciplinary Initiative continues to play a critical role in helping law enforcement agencies nationwide reduce gun violence through timely, data-driven intelligence.

## Improving Case Connectivity and Closure Rates

By helping agencies streamline workflows, improve intelligence sharing, and accelerate evidence processing, NPI empowers investigators to link cases more effectively, identify offenders more quickly, and prevent retaliatory violence.

## Scaling National Impact

CGICs are helping improve investigative outcomes and reduce gun violence nationwide. With support from the Bureau of Justice Assistance, Office of Justice Programs, U.S. Department of Justice, NPI has supported the implementation of the CGIC model in over 60 local jurisdictions through training, implementation guidance, and evaluation efforts. As the demands of modern policing evolve, the CGIC Initiative provides chiefs of police with a powerful operational framework: one that blends technology, intelligence, and collaboration to address gun violence with precision and speed. By turning forensic evidence into actionable intelligence, CGICs help agencies prevent future violence, improve public safety outcomes, and strengthen confidence in law enforcement's ability to protect the communities they serve.

# 03. Supporting Research to Advance Innovation in Policing

For over 50 years, NPI has remained a trusted source of unbiased research on policing. Our work is grounded in rigorous methodology and designed with real-world application in mind. Our researchers collaborate with agencies, policymakers, and practitioners to investigate what works, why it works, and how it can be effectively implemented at scale.

Today, our research team continues to shape national dialogue and influence policy through rigorous, independent research on:

- ▶ a statewide evaluation of changes to use of force policies and training
- ▶ adverse impacts of organizational stress on officer health and wellness



- ▶ crisis intervention and effective de-escalation
- ▶ police field training practices
- ▶ body worn camera analysis using multimodal artificial intelligence

## Translating Evidence into Action

NPI's work does not sit on a shelf. Agencies rely on our findings to redesign policies, allocate resources effectively, and implement strategies grounded in science and evidence, rather than intuition.

Agencies rely on NPI reports to:

- ▶ update policies and training
- ▶ guide technology adoption
- ▶ inform leadership and management decisions
- ▶ evaluate programs and improve outcomes

By translating complex findings into clear, actionable guidance, NPI ensures research drives tangible improvements in policing.

## Advancing the Field

NPI researchers publish in peer-reviewed journals, contribute to national working groups, and present findings at leading conferences. This elevates the profession by sharing lessons learned, identifying promising practices, and setting a research agenda focused on innovation, accountability, and public trust.

At the same time, NPI's independence ensures credibility. Our research is objective, nonpartisan, and grounded in scientific integrity—qualities that are essential in shaping sound policy and sustainable reform.



## 04. Leading National Efforts in Officer Safety & Mental Health

Officer safety and wellness remain among the most urgent issues in policing, and NPI is participating in the national response.

### Groundbreaking Research and Training

NPI's recent studies on fatigue, officer wellness, and critical response are among the most influential in the field. Agencies use our evidence to develop comprehensive wellness programs and improve safety protocols.

### National Leadership of the NLERS Program

Through the National Law Enforcement Roadway Safety (NLERS) Program, NPI is reducing one of the leading causes of officer fatalities. NLERS is transforming roadway safety by delivering:

- ▶ in-person and online training
- ▶ research-backed guidance through the Roadway Safety Toolkit
- ▶ culture change considerations
- ▶ example policies across operations
- ▶ data-informed risk mitigation tools

The goal of this work is to help save both the lives of officers and community members.

## 05. Strengthening Police Leadership for the Future

Great policing depends on great leadership. NPI ensures agencies have access to practical, research-backed resources to build strong, ethical, resilient organizations.

### Developing Leaders at Every Level

Through toolkits, training, and online resources, NPI equips supervisors, command staff, and executives to lead modern agencies capable of meeting today's challenges.

### Consulting and Organizational Transformation

NPI's expert consulting services support agencies in:

- ▶ appropriate staffing levels
- ▶ organizational assessments
- ▶ operational reviews
- ▶ culture and wellness assessments

These partnerships enable agencies to enhance their operations, foster trust, and enhance their long-term effectiveness.



### Zencity Partnership: Bringing Community Voices into Policing

By combining Zencity's safety and sentiment analysis with NPI's research expertise, agencies gain powerful insights into community priorities, allowing leaders to make data-driven decisions rooted in transparency and public trust.



# LOOKING AHEAD TO 2026 AND BEYOND: THE FUTURE OF NPI'S IMPACT

NPI is committed to the next generation of public safety innovations, including:

## Body-Worn Camera Rapid Performance Assessment with Polis Solutions TrustStat™ Technology

NPI is leveraging Polis' TrustStat™ technology to transform body-worn camera footage into actionable insights that enhance performance and foster stronger community interactions. Learn more ([link to page once live](#)).

expectations, staffing challenges, and emerging technological approaches to traffic enforcement. Through systematic research, nationwide stakeholder engagement, and a large-scale public survey, NPI is helping agencies strike a balance between safety, fairness, and public trust. The resulting roadmap will offer practical, evidence-based strategies that can be adopted across diverse jurisdictions. The project positions NPI as a national leader in shaping the future of equitable, effective traffic enforcement.

## Transportation Research Board Study

NPI launched a major three-year national study, funded by the Behavioral Traffic Safety Cooperative Research Program and the National Academies of Sciences, to develop a roadmap for the future role of law enforcement in traffic safety. Over the next three years, NPI will create a national roadmap that guides law enforcement on how to best contribute to traffic safety in ways that the public supports and values. This work comes at a pivotal moment as communities, policymakers, and law enforcement agencies navigate shifting

## Hot Spots Policing Research

A national initiative, funded by Arnold Ventures, to strengthen the use of Hot Spots Policing (HSP)—a proven strategy for reducing crime through focused, place-based interventions. Over the course of 18-months, NPI will conduct a landscape assessment of HSP in medium and large law enforcement agencies, identify barriers to effective implementation, and develop a centralized online Resource Hub. The Resource Hub will provide research-informed guidance and an interactive diagnostic tool to help agencies adopt and improve HSP strategies with fidelity.

## National Standards for De-Escalation Training (LEDTA)

NPI is taking the lead in the national review and approval process for de-escalation training standards that will guide the field for decades. This work implements part of the Law Enforcement De-escalation Training Act of 2022 and includes developing a standards-based review process and platform, and a public catalog of approved training.

NPI is leading the development of a national de-escalation training model for police officers in partnership with the Police Executive Research Forum (PERF). We are working to establish national standards to guide the certification of de-escalation training programs. This includes building and maintaining an online platform for de-escalation training submissions, review, and approvals, as well as a public catalog of approved de-escalation training curricula.

NPI will continue providing technical assistance (at no cost to the field) to review de-escalation policies, procedures, and training. As more agencies adopt de-escalation training as a cornerstone of modern policing, NPI continues to drive forward with evidence-based strategies, practitioner innovations, and accessible tools that support officer safety, community trust, and better outcomes for all.



# CONCLUSION: A STRONGER, SAFER, MORE INNOVATIVE FUTURE

NPI stands at the forefront of policing innovation, bridging research and practice, elevating national standards, and enhancing safety for both officers and the communities they serve. In 2026 and beyond, NPI will continue to drive national change, strengthen agencies, and lead the future of safe, professional, and effective policing.





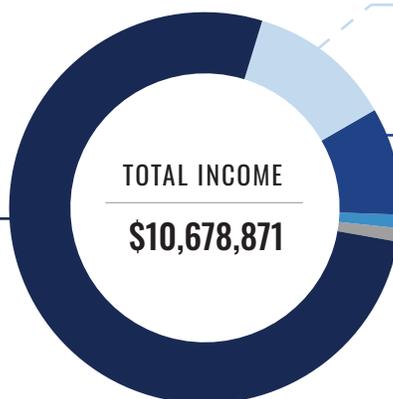
# FINANCIAL HIGHLIGHTS

ENDING NET ASSETS  
\$5,600,626

## Funding Sources

77%

FEDERAL GRANTS



TOTAL INCOME

\$10,678,871

12%

AFFILIATE SUPPORT

9%

CONTRIBUTIONS & PRIVATE GRANTS

1%

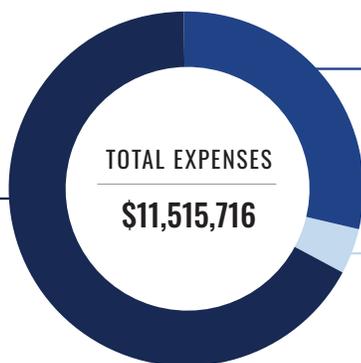
CONTRACTS

1%

OTHER INCOME

67%

PROGRAMS



TOTAL EXPENSES

\$11,515,716

9%

MANAGEMENT & GENERAL

4%

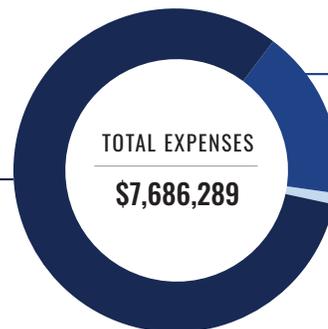
FUNDRAISING

## Expenses

## Program Expenses

82%

PROGRAM DEVELOPMENT, TRAINING & ASSISTANCE



TOTAL EXPENSES

\$7,686,289

17%

RESEARCH & EVALUATION

1%

COMMUNICATIONS & OUTREACH



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