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ROUNDTABLE ON IMPROVING DATA FOR RACIAL EQUITY IN POLICING

Summary Report

CODE   commons   MEASURES FOR JUSTICE

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EXECUTIVE SUMMARY

On January 25, 2022, the **Center for Open Data Enterprise** (CODE) and **Measures for Justice** (MFJ) co-hosted a *Roundtable on Improving Data for Racial Equity in Policing* that brought together a wide range of stakeholders with an interest in using data to improve policing, support new criminal justice reform policies, and provide insight on police involvement in marginalized communities. This report synthesizes the discussions at that Roundtable into cross-cutting themes, specific measures of police performance, and a set of recommendations for the field.

As the United States grapples with questions around police accountability, there is a growing need for data on police involvement in minority communities specifically and police performance more broadly. The Roundtable discussions were organized around MFJ's Dimensions of Police Performance with the goal of strengthening them. Ultimately, the Dimensions will establish a standard set of comprehensive performance metrics of the police function. The dimensions are:

- Trust, Legitimacy, and Community Engagement
- Crime Reduction and Calls for Service
- Use of Force
- Least Harm Practices
- Accountability
- Officer Wellness and Safety
- Fiscal Needs and Responsibility
- Recruitment, Training, and Education

This paper shares new proposed measures, data sources and use cases, and key action items for MFJ identified during the Roundtable. In addition, it presents a number of cross-cutting themes to improve policing data that emerged during the discussions. Descriptions of these themes include an overview of data that is already available as well as areas of need and use cases. These themes are:

- Measuring community perceptions, attitudes, and perspectives
- Budgetary and financial data and legislative requirements
- Developing better data on police training and wellbeing
- Leveraging socioeconomic and health data
- Cross-cutting data use issues

Ultimately, the Roundtable helped produce recommendations for groups including funders, police departments, local governments, advocates and communities, and researchers. The recommendations include:

For Funders:
- Invest in data visualization and emerging technologies
- Incentivize data linking programs and activities
- Fund and evaluate alternatives to policing programs

For Police Departments:
- Meet communities where they're at
- Invest in police data capacity
- Support alternatives to arrest and other interventions
- Adopt existing data standards and protocols where possible
- Make anonymized 911 data accessible for review

For Local Governments:
- Provide data on police salaries and overtime costs
- Publish comparisons of social spending to police budgets
- Share data on fines and fees by police jurisdiction
- Report outcomes and results of lawsuits and settlements

For Advocates and Communities:
- Develop community-led quantitative data sets
- Complement quantitative data with community stories
- Create shared metrics with police departments

For Researchers:
- Carry out further research on the social determinants of crime
- Publish further data and research on pre-arrest diversion
- Explore the costs of types of crime

For the Federal Government:
- Incentivize police participation in national level reporting
- Establish additional data standards, especially for use of force and 911 calls

INTRODUCTION

Two years after the death of George Floyd catalyzed nationwide protests around police accountability, policing continues to be a critical issue in communities of color and the nation as a whole. As calls for police reform and measurable improvements in policing have increased, there is an urgent need for data to provide insight on police involvement in minority communities. Groups like the **Council on Criminal Justice's Task Force on Policing**, **Police Scorecard**, and the **National Police Data Coalition** have carried out policy assessments and compiled important datasets on law enforcement activity and police reform. Despite these efforts, however, policing data currently remains sparse, decentralized, and inconsistent around the United States.

Better data is needed to understand the deep structural, systemic, and institutional problems that surround the police presence in Black and Brown communities. While a range of issues affect racial disparities in criminal justice, policing is often the first interaction that many communities of color have with the justice system and can lead to disproportionate involvement with the court and prison systems. **Data shows** that African Americans are more likely than white Americans to be arrested and convicted, and experience lengthier prison sentences than other groups. From the beginning of his administration, President Joe Biden has set out an agenda for racial equity including police reform. Through a series of Executive Orders, including one establishing an **Equitable Data Working Group**, President Biden has recognized the central importance of data in promoting equity in government programs - including equity in criminal justice. Cities and states around the country are doing so as well.

In September 2021, President Biden released a **statement** that outlined the latest reforms from the U.S. Department of Justice (DOJ) that have banned chokeholds, reduced no-knock warrants, and expanded the use of body cameras in police departments. In May 2022, President Biden signed the **Executive Order on Advancing Effective, Accountable Policing and Criminal Justice Practices to Enhance Public Trust and Public Safety** to mark the two-year anniversary of the murder of George Floyd. This Executive Order proposed a number of steps to take to improve police accountability among Federal law enforcement agencies including the creation of a new national database of police misconduct, mandating the adoption of body-cameras, and updating the approach to recruitment, hiring, promotion, and retention of law enforcement officers. State legislatures have also **taken action** with states aiming to regulate facial recognition, develop use-of-force registries, and create new programs that dispatch social workers to address issues around mental health.

As police officers are routinely dispatched to 911 calls, they may escalate problematic interactions when they respond to incidents with individuals experiencing homelessness, mental health crises, or domestic disputes. A number of police departments around the country have implemented a variety of reforms and approaches to reduce this risk. Programs like the **Crisis Assistance Helping Out on the Streets (CAHOOTS)** program in Eugene, Oregon, demonstrate that mental health interventions can provide people in crisis the help they need and save the city millions of dollars.

Data on the success of reform efforts will be essential to determine what works and why. While data on CAHOOTS has already shown its cost-effectiveness, additional data on similar emerging programs would enable cities to develop more alternatives to police response. At the same time, data can demonstrate when communities may actually be under-policed, and when the police may not be protecting communities adequately from the real risks of violence they face.

To promote public safety and effectiveness in policing, we need data-driven solutions that can help us understand police interactions with local communities, identify alternatives to police action, and develop strategies to promote accountability. This Report outlines major opportunities identified that may improve data around policing, shares the model for **Measures for Justice's** (MFJ) **Dimensions of Police Performance**, and presents strategies and recommendations that can improve accountability, build trust in the system, and act as a starting point for better reform.

On January 25, 2022, the **Center for Open Data Enterprise** (CODE) and MFJ co-hosted a *Roundtable on Improving Data for Police Performance* that brought together a wide range of stakeholders with an interest in data to improve policing, support new criminal justice reform policies, and provide insight on police involvement in marginalized communities. This Roundtable was supported by partners at the **Tableau Foundation** and built on CODE's earlier paper, ***Open Data for Racial Equity: A Briefing Paper on Policing Data***. The Roundtable informed MFJ's police performance work by focusing on the experience and expertise of community stakeholders. It included over 60 representatives from Federal and state government, nonprofit organizations, community organizations and advocacy groups, reform advocates, research institutions, data-focused companies, and national civil rights organizations. A complete list of participating organizations can be found in Appendix B. The day's discussions reviewed existing data sources, gaps and challenges in the relevant data, and use cases of data application, and identified opportunities to improve data and put it to better use.

The Roundtable began with a January 24, 2022 webinar, which featured high-level speakers from Measures for Justice, Wormeli Consulting, Police Scorecard, the Tableau Foundation, the Council on Criminal Justice's Task Force on Policing, the National Police Data Coalition, the National Association of Criminal Defense Lawyers (NACDL), and the XPRIZE Foundation's Racial Equity Alliance. A transcript of the webinar is available **here** and the recording can be viewed **here**.

The webinar featured a set of use cases that demonstrated the power of leveraging data, data visualization, and connecting disparate datasets to understand trends in policing and support better accountability and data-informed decision making. Programs like the **Police Scorecard** analyzed data from over 13,000 police departments to show that people of color are more likely to be killed by police, while also unarmed. The Tableau Foundation's support of the Urban Institute shed light on the allocation of police funding and strategies for community engagement. Another use case from the NACDL's work on law enforcement accountability demonstrates the value of analyzing police records to bring more focus to misconduct and how broader systems and specific departments can hold officers accountable.

The Roundtable followed the webinar with breakout sessions that participants chose to join based on the topics of interest to them. CODE and MFJ structured the Roundtable around MFJ's eight Dimensions of Police Performance, in order to understand and develop measures that can promote

police accountability, explore where trust is lacking in the criminal justice system, and help drive meaningful reform. The Roundtable included breakout sessions on four topics, each of which focused on two different but related Dimensions:

- Using Data to Engage Communities, Build Trust, and Reduce Harm
- Using Data on Calls for Service and Use of Force
- Using Data to Promote Police Accountability
- Using Data to Improve Training and Address Officer Wellness

This Report presents findings from the Roundtable, based on participants' input, that relate both to specific Dimensions of Police Performance and cross-cutting themes. Discussions at the Roundtable also informed the development of a **Data Hub** that highlights and analyzes core characteristics of resources, use cases, data sets, and organizations related to police data. The Data Hub is envisioned as a living resource and CODE and MFJ hope that it will continue to grow and provide the public with better resource access and insights for new projects. We welcome suggestions for additions to the hub **via this form**, which the CODE and MFJ team will review for posting.

MFJ'S DIMENSIONS OF POLICE PERFORMANCE

This report explores major themes in policing data with a special focus on MFJ's emerging Dimensions of Police Performance. MFJ is an independent non-profit organization that measures how local criminal justice systems across the country are delivering basic services, by using performance measures similar to those applied to nearly every other public institution or resource in the United States. MFJ aims to show people what criminal justice looks like nationwide by helping to standardize and improve criminal justice data and by offering tools, services, and research to ensure people can use the data to best effect. MFJ works to improve the U.S. criminal justice system by monitoring its performance, helping communities isolate what works and what doesn't, and encouraging organizations to develop interventions based on fact.

MFJ has developed a **methodology for assessing court data** over several years and is now taking a similar approach to police accountability. Since 2019, MFJ has been conducting a Policing Project with the help of a **Policing Council** of law enforcement consultants, scholars, and current and retired police leaders. They reviewed the extant literature and developed a set of key Dimensions of Police Performance, examples of metrics within each dimension, and ways to address challenges related to data availability, accessibility, and communication. MFJ's goal is to establish a standard set of comprehensive performance metrics of the police function, co-created with community leaders and members, and pilot a **Commons** dashboard to display the metrics the community is most interested in using.

MFJ co-hosted this Roundtable as part of its commitment to engage community members, local leaders, policymakers, and researchers in identifying key practices, functions, and actions related to police performance. The Roundtable served as an integral part of the national stakeholder engagement for this work. It explored the dimensions and possible metrics MFJ has proposed, to learn where this initial approach meets the needs of community leaders and where it needs to be built up, and to explore goals for the next phase of the Project.

The Dimensions in this framework that helped guide the roundtable discussions, are defined as follows:

1. ***Trust, Legitimacy, and Community Engagement:*** After public schools, the police are the most visible public institution at the community level. Most people will go through their lives without ever meeting a city council member, but the majority will have an interaction with a police officer at some point in their lifetimes, whether it is asking for directions, reporting nuisances or actual crimes, or as individuals suspected of a crime. Community trust is not a given, however. It must be earned. To earn the trust of the community and be seen as a legitimate institution, the police need to engage the community in respectful ways and display fair and equitable attitudes in their interactions with the public. It only takes one negative interaction with the police to sour

communities against the whole institution. **Research shows** that a policing culture that is permeated by the principles of procedural justice[1] and that being aware of the negative consequences of explicit and implicit bias, leads to practices that build and sustain trust and legitimacy over time.

2. ***Crime Reduction and Calls for Service:*** Reducing criminal victimization, holding offenders accountable for their actions, and engaging with the community to co-produce public safety are at the core of the policing mission. Furthermore, community members instinctively measure police performance based on their perceptions of both crime and the police response. This assessment often focuses on the quality of the interactions with and the services received from law enforcement.

3. ***Use of Force:*** There is no consensus around a single definition of use of force. The Fifth and Fourteenth Amendments to the United States Constitution state that no one shall "be deprived of life, liberty, or property, without due process of law." Furthermore, the Fourth Amendment protects individuals against unreasonable searches and seizures. The use of force by law enforcement is therefore governed by these Constitutional protections. In addition, the amount of force used and the policies surrounding the circumstances under which it may be escalated can be based on the use-of-force continuum. Research shows that the **use of force** by police officers is influenced by a number of factors, including department policy, training, peer pressure, working environment, chief and police officer individual philosophies, and situational factors.

4. ***Least Harm Practices:*** Police departments can improve community relations while keeping individuals accountable by using evidence-based "least harm" practices that result in non-custodial outcomes, diverting community members from traditional criminal case processing and connecting them to wrap-around services instead.[2] The discretion to divert individuals lies with the officer, though access to services requires a collaboration with, and resources from, other agencies and organizations, and department policy should provide guidance to officers in exercising discretion appropriately.

5. ***Accountability:*** Police are the first, and often the only, part of the criminal justice system individuals interact with; therefore, they must work with communities to co-produce public safety while protecting Constitutional rights. As such, their work involves a high level of interaction with the communities they serve during their regular shift work, during community meetings, and in responding to criminal acts. Communities and departments have established multiple methods by which to hold departments accountable to their mandates for due process, and the protection of civil liberty, including both independent civilian and peer oversight bodies.

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[1] The four pillars of procedural justice include: (1) fairness, (2) transparency, (3) voice, and (4) neutrality.
[2] See, for example, the **Seattle LEAD program**.

6. ***Officer Wellness and Safety:*** Law enforcement officers are tasked with many responsibilities, not least among them, serving whole communities. Their work may require long shifts, physical endurance, and occasionally, dealing with trauma on the job or elsewhere. Departments that provide services[3] and regulations[4] to improve the physical and mental well being of their officers may improve effectiveness, and increase their officers' ability to de-escalate conflict and have positive interactions with the community.

7. ***Fiscal Needs and Responsibility:*** Local government has a responsibility to fund law enforcement agencies. Therefore, law enforcement agencies must make fair, efficient, and effective use of financial resources and be accountable to taxpayers for how those resources are allocated.

8. ***Recruitment, Training, and Education:*** Law enforcement officers require substantial training to perform their duties effectively. Monitoring an agency's ability to provide training courses, seminars, and a strong recruitment pool can ensure better law enforcement outcomes. Training both in the academy and ongoing refresher training, support officers' ability to respond to the demands of their work.

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[3] See, for example, traumatic response services identified by the **Craig Tiger Act in Arizona**.
[4] See, for example, the **National Police Foundation's Shift Length Experiment**.

CROSS-CUTTING THEMES TO IMPROVE POLICING DATA

Throughout the Roundtable, many participants noted that policing data is often scattershot, localized, and relatively inconsistent. While the Bureau of Justice Statistics and the Federal Bureau of Investigation (FBI) seek to publish standardized data on policing, many of the most valuable datasets around police performance come from the local or state level. Roundtable participants pointed to many local use cases, research studies, and specific state-level reforms, but shared fewer examples of comprehensive, nationally produced datasets. This section will highlight some of the areas of data development raised as critical to advancing policing data and evidence-based reform for the 21st century. Those include the value of measuring community perceptions and attitudes, accessing data on financial incentives, budgets, and legislative oversight, developing better data on police training and wellbeing, and leveraging socioeconomic and health outcomes data.

Measuring Community Perceptions, Attitudes, and Perspectives

In order to be effective in promoting public safety and supporting communities, a police department must be able to gauge the community's perceptions of its performance. Many communities experience the challenge either of under-policing, defined as poor or inadequate police response times for violent crimes, or over-policing, defined as excessive policing for smaller crimes. Police departments currently carry out community listening sessions or town halls to connect with the communities they serve. However, many Roundtable participants suggested other ways to understand community perceptions and attitudes from the bottom up - for example, by conducting surveys after interactions with police to ask about police tone or behaviors, or by opening up data on citizen complaints. Understanding community sentiments can help police departments reduce the number of "**lawful but awful**" experiences that are legally sanctioned but poorly perceived by community members.

In addition, creating community metrics on such issues as trust and perceptions of policing can provide a common touchpoint with the police and community to compare differences in attitude. These data sources should be both quantitative and qualitative. Data could come from traditional surveys or be gleaned through emerging data streams like social media or community stories. This data should be communicated to the community and shared with police departments through effective data visualization and local channels that the community already accesses. Ultimately, Roundtable participants noted that police departments may want to shift their own data collection to understand community members as customers and use their feedback.

WHAT'S AVAILABLE

A number of data sources are available that measure community perceptions, attitudes, and perspectives. While much of this data is local, there are a few examples of national-level datasets and emerging datasets that capture police perceptions.

- **National Crime Victimization Survey**: Administered by the Bureau of Justice Statistics (BJS), this survey obtains data from a nationally representative sample of 240,000 people in 150,000 households. The survey gathers information about the frequency, characteristics, and consequences of criminal victimization in the United States, including detailed information about whether the crime was reported to police and why it may not have been reported.

- **Police Public Contact Survey (PPCS)**: Also administered by the BJS, the PPCS provides detailed information on the characteristics of persons who had an interaction with the police. This may include individuals who reported a crime or were pulled over in a traffic stop.

- **ZenCity's Community Engagement Platform**: ZenCity provides technology that carries out continuous, lightweight polling across multiple digital platforms to capture attitudes and perceptions on different dimensions of governance. For example, the Redondo Beach Police Department leveraged ZenCity to understand community perceptions on how they responded to homelessness in the area.

- **Urban Institute's Community Voices Project**: The Community Voices pilot, launched by the Urban Institute in partnership with the Austin Police Department, produced important insights on traffic stop data and underscored important trends in how the community perceived police respect for their dignity, fairness, and decision-making.

- **City of Dallas Community Survey**: The City of Dallas surveyed its residents to gain insights on the community's perception of the city by measuring several factors. The survey includes questions about public perception of public safety services, parks and recreation services, problems in the city, infrastructure, and public services, among other factors.

WHAT'S NEEDED

In addition to noting these useful data sources, Roundtable attendees pointed to a growing need for better access to more kinds of data that would provide a more comprehensive picture of community attitudes towards policing. These could include:

- **National survey to measure public attitudes towards policing**: National community perception studies, such as the **General Social Survey**, a survey designed to monitor changes in both social characteristics and attitudes across the U.S., are helpful in measuring community perceptions and attitudes.

- **Richer social media information**: Sourcing public attitudes and perceptions from social media may be useful to capture feedback from community members during policing interactions. This could include using platforms like Twitter, Instagram, or Facebook.

- **Access to body camera footage**: The prevalence of body cameras is creating new data opportunities to rapidly review footage and leverage emerging tools like artificial intelligence to train algorithms to code interactions. While the volume and costs of data can be high, Roundtable participants pointed out that analyzing and sharing this data would provide a new opportunity for building community trust.

Data Opportunity: Matching community perceptions of police performance to crime reduction

A number of Roundtable participants noted the value of connecting community-level survey data - for example, on community perceptions of police interactions and involvement with the community - to crime reduction and public safety metrics. For specific interactions, for example, it would be helpful to have data that compares "by-the-book" police behavior against the perception of the community. The police officer might be following standard department procedure, but community members might still believe they had been improperly treated by the officer.

CASE STUDY: MAYOR'S ACTION PLAN FOR NEIGHBORHOOD SAFETY (MAP) IN NEW YORK CITY

The MAP program is a comprehensive neighborhood-based strategy to increase safety through coordinated crime reduction efforts at 15 New York City Housing Authority developments across New York City. The program leverages NeighborhoodStat, a community-based, problem-solving process that uses stakeholder engagement to share, analyze, and use data to identify public safety priorities and solutions. The program partnered with a series of research institutions to generate important community insights across these housing developments, including overall safety, police misconduct and use of force, and police presence and interactions in these communities. Through these convenings and gatherings, MAP's Youth Leadership Council produced the 2021 NeighborhoodStat Action Agenda that identified important public safety priorities for these housing developments. These included building and campus security, clean and sanitary conditions, quality recreation and play, and other core goals related to crime and safety. For example, Goal 10 of the Action Agenda emphasizes community responses to social and/ or public health issues, highlighting how communities would prefer unarmed crisis response and alternative interventions like "safe walks from the subway" or donations for free Uber and Lyft rides.

Accessing Data on Financial Incentives, Budgets, and Legislative Oversight

Sharing law enforcement budgetary data and information on financial incentives for police departments can greatly improve transparency and police accountability. This information can relate to central issues of community trust and perceptions of safety. Large police budgets, for example, may lead to shortchanging other kinds of social services. There may also be certain incentives that encourage police to make arrests in lieu of other alternatives. Departments may set productivity goals related to the number of arrests their officers must make, and arrests may be an easy or reliable course of action for officers, despite their negative impact on the community. Roundtable participants emphasized the need for third party independent oversight committees to regularly hold police accountable and ensure they comply with legislation that requires them to release certain kinds of internal police data. Given the challenges and room for misunderstanding around the topic, departments do not always view sharing data in a positive light. Some may only report when required, and others may look for ways to avoid having to meet those requirements. This poses a number of opportunities to support departments in providing data and appropriate context to help communities use the data.

WHAT'S AVAILABLE

A list of data sources on financial data and legislative requirements is available below. Data sources are mostly at aggregated demographics, as few localities make such data publicly available.

- **BASIS — Montgomery County MD Operating Budget**: The Montgomery County Maryland Office of Management and Budget developed an in-house budget analysis and statistical information application called BASIS. Using an intuitive and accessible user-interface design, BASIS provides analysts, departments and executive leadership with instant access to budget and performance data in a clear and concise fashion.

- **Police Scorecard**: The Police Scorecard is the first nationwide public evaluation of policing in the U.S. The Scorecard puts forth a means to calculate levels of police violence, funding, racial bias, and other policing outcomes for over 16,000 municipal and county law enforcement agencies, covering nearly 100 percent of the U.S. population. The police funding score reflects the level of resources cities and counties spend on policing compared to other public issues.

- **Vera Institute — What Policing Costs**: Vera compiled data from the adopted fiscal year 2020 budgets of 72 of the biggest cities across the United States. Where available, the budgets are contextualized with data on historic policing expenditures and enforcement practices, including racial disparities in arrests. The platform also provides information on the percentage of city funds spent on policing, city dollars per resident for police, and department employee to resident ratio.

- **Qualitative police data**: Quantitative measurements should be supported by qualitative measurements around policing culture, and description of how budget decisions are made. Further insights in the development of collective bargaining agreements and internal affairs procedures would be beneficial in helping the public better understand the accountability mechanisms in place related to budgetary and financial data.

- **Complaint data:** Officer complaint information, including administrative leave information, disciplinary data, and sustained disciplinary actions should be inclusive of submitted, substantiated, and disciplinary outcomes. Complaints against officers should also be analyzed against longevity on the force data.

- **Legislation:** City-level legislation aiming to address police misconduct, such as bodycam footage use would help increase police accountability, in addition to carrying out regular equity audits.

- **Data for police accountability:** The volume of cases that are declined due to qualified immunity, and information on which police departments are being sued most often needs to be assessed and made accessible. Categorized monthly spending budget data, such as on surveillance technology and general police equipment, would help policymakers ensure that funds are appropriately allocated and departments have what they need. Grant funding received from DOJ contextualized to other social spending is also valuable.

- **Police financial incentive data:** This information can include data on the total hours of overtime and pay rates, highest paid officers (including base pay and overtime), and percentage over budget of overtime by commander.

CASE STUDY: THE WESTLAND ARX COMMUNITY DASHBOARD

The Westland Police Department was under intense scrutiny after an officer was accused of using excessive force during an armed robbery arrest. Community leaders demanded immediate transparency from the Mayor and Police Chief regarding the perceived unnecessary use of force. As a result, the Chief of Police decided to release the department's data to the community and engage in discussions on improvement plans in order to regain trust.

Arx, a company focused on creating accessible technologies that help police increase transparency, accountability, and trust, stepped in to help in this endeavor. The company was able to integrate and digitize Westland's data sources and manual

Developing Better Data on Police Training and Wellbeing

MFJ's Dimensions of Police Performance include measures relating to officer wellbeing and safety as well as training, recruitment, and education. Officer training and wellbeing are critical to build community trust and improve performance. Police officers' work may require long shifts, physical endurance, and occasionally dealing with trauma on the job or elsewhere. Departments that provide services and regulations to improve the physical and mental wellbeing of their officers may improve effectiveness and increase their officers' ability to de-escalate conflict and have positive interactions with the community. Roundtable participants noted that officers with better mental and emotional health have better interactions with the public, and that Black and Brown people often experience negative interactions due to officers' poor health.

Roundtable participants also commented that there is little data that illuminates police wellbeing and training. While data collection has focused on use of force, calls for service, and crime reduction, there are few datasets that actively provide information about training and access to wellness services such as peer counseling programs or medical support for police officers.

WHAT'S AVAILABLE

There are both public and private datasets that measure police training and performance.

- **Census of Law Enforcement Training Academies (CLETA)**: The BJS administers CLETA every four years to gather information on recruits, staff, training curricula, equipment, and facilities that are responsible for administering mandatory basic training.

- **National Alliance on Mental Illness (NAMI)**: NAMI produces research and related data about suicide rates for officers, rates of depression and anxiety, and issues related to burnout and PTSD.

- **National Association of Criminal Defense Lawyer's Full Disclosure Project**: The Full Disclosure Project launched at the end of 2020 with a focus on tracking law enforcement

misconduct and accountability. The project includes information about individual officers, providing information about where they have worked, their associates and partners, and any pending investigations.

WHAT'S NEEDED

- **Better data on police training**: Although some data on police academies and training practices are available, there needs to be more comprehensive data and information about police training and best practices. This could be captured through feedback forms distributed to police officers after their training modules, and would benefit the community as well as interdepartmental knowledge transfer.

- **Recruitment data**: Roundtable participants noted the importance of having data on how police officers are recruited and the overall credentials of new cadets. How new officers are recruited and retained is critical to understanding how reflective the department is of the experiences and backgrounds of the communities they serve, among other benefits.

- **Officers experiencing mental health episodes**: Given the high stress environments of policing, data on officer mental health, including measurement of stressful events over time, helps provide a snapshot of how officers are exposed to triggers of mental health. Access to medical care is another critical metric for officers. Such data will need to be managed in accordance with the privacy protections guaranteed by HIPAA.

- **Connections between crime rates and officer training**: Roundtable participants noted that combining emerging datasets on officer wellness and training with crime rates and other statistics might illuminate the relationship of officer training programs to public safety.

CASE STUDY: INCREASING TRAINING AND PRE-ACADEMY SUPPORT IN SEATTLE PD

Through their 2022 Seattle Police Department Strategic Plan, the Seattle Police Department is prioritizing incentives and support structures to enable officer wellness and prioritize mental health. This program has included advocating for shorter work weeks and introducing a Wellness Unit. The new Wellness Unit will provide a licensed clinical psychologist and help coordinate services such as substance abuse counseling, family counseling, and trauma response. The Strategic Plan also introduced the Relational Police Training Module, which trains officers on core concepts of relational policing inside the framework of community policing models. These factors include individual practices to increase trust in coordination with Seattle's Community Service Officer unit. The Police Department has also introduced opportunities to educate supervisors on the signs and symptoms of PTSD and other mental health issues.

Leveraging Socioeconomic and Health Data

Socioeconomic data is an important source of insight into the impact of police in a community. There is a strong correlation between socioeconomic status and police presence, with communities with lower socioeconomic status having a greater police presence in general. Given the correlation between minority populations and these areas, and the further correlations with more violent police encounters, access to this data is essential to understanding and changing police practices for the better. For example, measuring the downstream impacts, specifically socioeconomic outcomes, of people who are arrested would provide valuable insight on the drawbacks of arrests versus other available measures.

Health data can also play a role in helping to improve policing interactions and lead to a better understanding of police behavior. While health data for both officers and community members needs to be secure and privacy-protected, Roundtable participants suggested developing appropriate ways to use this information since it is essential to reducing harm in communities. The mental and emotional health of officers often impacts their interaction with the community, and Roundtable participants highlighted the experience that Black and Brown people largely suffer the consequences when officers aren't mentally or emotionally well. Data on the mental health of police officers is necessary to determine if they are fit for duty and/or need additional services to perform more adequately.

It is equally important for first responders to be aware of any community members' mental health issues, as well as the surrounding community resources available, so they can respond appropriately to calls for service that may involve mental health crises, or divert the response to non-police social services.

For example, Roundtable participants noted that the decision-making process for 911 operators to decide who will respond to crises - police, mental health professionals, or a combination, is often unclear and not socialized. Participants recommended using a screening tool during 911 calls to determine if mental health or other issues are at play that would require a specific, non-police response. The **Transform911** project is also working to help standardize and provide additional resources at this early stage of the process.

WHAT'S AVAILABLE

- **U.S. Census Bureau**: The Census Bureau collects socioeconomic data including annual household income, employment, and home ownership rates. The Census also collects data on disability status, hearing, vision difficulty, and cognitive difficulties, and health insurance status.
- **DataUSA.io**: This data portal developed by Deloitte, Datawheel, and Cesar Hidalgo, a Professor at the MIT Media Lab, was designed to understand and visualize the critical issues facing the United States in areas like jobs, skills, and education across industry and geography. The platform has city and place level socioeconomic data with visualizations.
- **500 Cities & PLACES Data Portal**: PLACES is a collaboration between CDC, the Robert Wood Johnson Foundation, and the CDC Foundation. PLACES provides health data for small areas across the country, allowing local health departments and jurisdictions to

better understand the burden and geographic distribution of health measures in their areas and plan public health interventions.

- **Survey of Consumer Finances**: The Board of Governors of the Federal Reserve System conducts a triennial cross-sectional survey of families in the U.S. to gather information on U.S. consumer finances, with the most recent iteration providing 2019 data. The data includes information on balance sheets, pensions, income, and demographic characteristics.

WHAT'S NEEDED

- **Hyperlocal socioeconomic data**: This includes data on both a community and individuals income levels, education attainment, and occupation type. These three variables are essential to assessing socioeconomic status. Data on the socioeconomic outcomes of individuals who completed diversion programs is important as well to determine their effectiveness, particularly in comparison to arrest and incarceration.

- **Data on community health and wellness resources**: Data on community health and wellness as well as alternative community resources are important to determine who to send to calls for service, and for providing additional necessary context for responders. More data is needed to understand what resources exist in communities that may be better equipped to assist individuals in crisis than police. Tools can also be developed to determine how mental or behavioral health may be at play during an emergency situation and respond appropriately.

- **Officer wellness data**: This data is critical to understanding the wellbeing of officers and developing interventions to improve police encounters with civilians. Officer wellness data includes information about the mental and emotional health of officers, medical and/or stress-related retirements, officer injuries, and overtime.

CASE STUDY: CHARLOTTE-MECKLENBURG POLICE DEPARTMENT

The Charlotte-Mecklenburg Police Department (CMPD) serves both the city of Charlotte and unincorporated Mecklenburg County, North Carolina. The CMPD has taken a holistic approach to health and wellness, including mental health support programs that offer multiple services to officers. Services include:

- A peer support program designed to provide voluntary and confidential support to employees dealing with emotional difficulties or other personal and job-related circumstances
- A non-staff psychologist

- An employee assistance program designed to identify problems with officers at the earliest opportunity and motivate employees to seek help
- A chaplaincy program including 14 chaplains from three faiths
- A retired officers program to improve outreach to retired officers and support them during what can be a difficult transition
- Personal and financial wellness programming consisting of peer-led small groups covering financial wellness and other personal wellness topics

The CMPD's approach to mental health and wellness may be helpful to those agencies across the nation that are in the earlier stages of establishing holistic wellness programming.

Cross-Cutting Strategies

In addition to these ways to improve policing data, the Roundtable identified a number of cross-cutting issues that specifically relate to data use. These include:

- **Interoperability of datasets**: Many stakeholders at the Roundtable mentioned the value of bringing together disparate data sources to conduct analysis and gather new insights. For example, one participant recommended reviewing complaints against officers against comprehensive use-of force data to understand patterns in officer misconduct.
- **Data standards and definitions**: Participants noted that many datasets lack standardized definitions. For example, since many police departments measure police accountability differently, comparing datasets may be problematic.
- **Data access**: Participants noted that some of the most high-value datasets are not readily available or accessible to the public. For example, data on police overtime, an important measure of stress and officer wellbeing, is not made available to the public.
- **Data timeliness**: A number of participants noted issues with data timeliness. For example, while many civil society groups have successfully used Freedom of Information Act (FOIA) requests to access important officer information or data on use of force, these requests can take months or even years to process, making the data less relevant after its release.
- **Qualitative Police data:** Quantitative measurements should be supported by qualitative measurements around policing culture, and description of how budget decisions are made. Further insights in the development of collective bargaining agreements and internal affairs procedures would be beneficial in helping the public better understand the accountability mechanisms in place related to budgetary and financial data.

- **Third party ownership of data:** Many Roundtable participants believed that the third party associates should be included in ownership, control, and provision of policing data. This includes community members being able to input their own observed information such as their views of police/civilian interactions. This ownership and control of data would increase trust in both the data and police departments. Ownership and analysis of the data by external third parties was recommended as well.

- **Increased transparency via data:** Many participants noted the need for more internal police data to increase accountability and transparency. Certain police departments either don't report required data at all, or may fall into one of many areas not covered by legislation that enable them to avoid data provision. Participants also recommended finding ways to analyze qualified immunity data and to make that a metric for police departments.

IDENTIFYING MEASURES AND DATA FOR THE DIMENSIONS OF POLICE PERFORMANCE

In addition to cross-cutting themes, Roundtable participants recommended a variety of measures and identified high-level use cases and datasets to support the MFJ Dimensions of Police Performance. This section presents recommended metrics, use cases, and key action items for the MFJ Policing Project. Quantifiable measures will be key to advancing the discussion around what police do and how they exercise their authority, as well as setting aspirational goals for accountability. Where possible, the MFJ Policing Project will test the measures proposed by Roundtable participants using available data, and highlight where additional opportunities may exist for the field.

DIMENSION 1: TRUST, LEGITIMACY, AND COMMUNITY ENGAGEMENT

Description: After public schools, the police are the most visible public institution at the community level. To earn the trust of the community and be seen as a legitimate institution, the police need to engage the community in respectful ways and display fair and equitable attitudes in their interactions with the public.

Opportunities for Measurement:
- Number of agencies that utilize equity analysis to reduce inequities
- Whether internal affairs files are open
- Post-interaction surveys for citizens and/or police
- Willingness to call 911
- Number of community/police meetings held
- Measures of public attitudes and satisfaction towards police
  - Use text messaging, social media, and other avenues to guarantee direct community feedback
- Downstream socioeconomic impacts of people arrested
- Sociodemographic data on where police live, if they have direct ties to neighborhood, and whether they reflect the demographics of the community they serve
- AI Analysis of body camera footage
- Measures of public access to bodycam footage
- Survey data on service/treatment of civilians
  - Survey individuals who have been stopped or had interaction with officers, specifically
- Needs assessment survey for communities

Recommended Data/High-Level Use Cases:

- **California OpenJustice Initiative**: A data-driven initiative that embraces transparency to strengthen trust, enhance government accountability, and improve public policy in the criminal justice system.
- **The Mayor's Action Plan for Neighborhood Safety**: A comprehensive neighborhood-based strategy to increase safety through coordinated crime reduction efforts at 15 New York City Housing Authority developments across the city. The strategy engages residents, city agencies and community-based partners.

MFJ's Key Action Items:

MFJ is committed to helping communities better understand the data they have available to them on the institutions that serve them. In addition to better understanding the use of traffic and pedestrian stops, the Policing Project plans to advocate for more accurate data collection, particularly data on race and ethnicity. One of the key recommendations from the Roundtable participants was to define community, and to make it clear to *whom* departments are being held accountable. This is the first action item for MFJ, followed by measure refinement to be conducted collaboratively with members of the public.

DIMENSION 2: CRIME REDUCTION AND CALLS FOR SERVICE

Description: Reducing criminal victimization, holding offenders accountable for their actions, and engaging with the community to co-produce public safety are at the core of the policing mission. Furthermore, community members instinctively measure police performance based on their perceptions of both crime and the police response. This assessment often focuses on the quality of interactions with, and the help received from, law enforcement in response to calls for service.

Opportunities for Measurement:

- Police department lawsuit and settlement data
- Defined community response system
- Data on call codes and result of police intervention
- Number of **Terry stops**
- Narrative descriptive information on proper/improper use of force practices
- Volume of calls for service
- Baseline community crime data at local level, including low-level ordinances

Recommended Data/High-Level Use Cases:

- **Crime Victim Services Data of Texas**
- **Open Justice Data Portal of California**
- **Study**: Variation in 911 Call-Taker Risk Appraisal and its Effects on Police Officer Perceptions at the Scene
- **University of Chicago Health Lab TRANSFORM911**

MFJ's Key Action Items:

Understanding calls for service, and the types of police services that are requested, will help ground the debate about how police departments should serve the public. National reporting already exists, and many efforts are underway to standardize calls for service data. MFJ also intends to provide opportunities for dialogue between departments and their public to better identify the types of calls departments are responding to, the amount of detail officers have about a call when dispatched, and how officers use their time when they are not on a call.

DIMENSION 3: USE OF FORCE

Description: There is no consensus around a single definition of use of force. The use of force by law enforcement is governed by several Constitutional protections. In addition, the amount of force used and the policies around the circumstances under which it may be escalated can be based on a continuum established by individual police departments.

Opportunities for Measurement:
- Published annual reports of all police departments that share use of force data
- Public data platform with use of force/complaint data with offending officers. Should include:
  - Call code/description, results after intervention, and demographics
  - Officer tenure, particularly if tied to training and education
- Survey data on service/treatment of civilians
- Inventory of available behavioral health services in community

Recommended Data/High-Level Use Cases:
- **FBI's National Use of Force Data Collection**: Created by the FBI in partnership with law enforcement agencies to provide nationwide statistics on law enforcement use-of-force incidents.
- **St. Louis Civilian Oversight Board**: The Board's function is to review and investigate citizen complaints against alleged misconduct of the St. Louis Metropolitan Police Department.

MFJ's Key Action Items:

Many organizations are already doing excellent work to pull together information about what exactly use of force entails, to establish standard definitions and a continuum for use of force, and to push for body-worn cameras and accountability mechanisms. MFJ will incorporate these recommendations with existing efforts, and intends to highlight the work of organizations like those who participated in the Roundtable. Through engagement with Community Advisory Boards, MFJ will also explore the most accessible language for a better understanding of the substantial authority given to officers. In collaboration with police departments, MFJ will attempt to gain clarity on whether departments evaluate factors leading to use of force and what that department does after an officer's exercise of that authority.

DIMENSION 4: LEAST HARM PRACTICES

Description: Police departments can improve community relations while keeping individuals accountable by using evidence-based "least harm" practices. These practices result in non-custodial outcomes, diverting community members from traditional criminal case processing and connecting them to wrap-around services instead.

Opportunities for Measurement:
- Pre-post knowledge measures for police training
- Data on outcomes for people who complete diversion programs versus those who are arrested and jailed
- Data on financial/department incentives to conduct arrests
- Number of repeat arrests for low-level offenses

Recommended Data/High-Level Use Cases:
- **Right Care, Right Now Nurse Triage Line**: A DC nurse triage program in which nurses answer certain calls to 911.
- **San Francisco Street Crisis Response Team**: A community health approach to people experiencing mental health and substance use crises on the streets that responds to behavioral health calls in lieu of police.

MFJ's Key Action Items:

Roundtable participants engaged in thoughtful discussion about what public safety means to communities and to the police departments that serve them. They noted that in some communities, the public may feel safer when public institutions other than those in the criminal justice system take a larger role in responding to crises. The MFJ Policing Project is exploring opportunities to incentivize data linking programs and visualizations that highlight how calls for police service overlap with the role of social service organizations and resources available to communities. This includes establishing mechanisms for improved access to data, and communicating data across agencies to evaluate the impact of change.

DIMENSION 5: ACCOUNTABILITY

Description: Police are the first, and often the only, part of the criminal justice system individuals interact with; therefore, they must work with communities to co-produce public safety while protecting Constitutional rights. Communities and departments have established multiple methods by which to hold departments accountable to their mandates for due process, and the protection of civil liberty.

Opportunities for Measurement:
- The range of complaints and whether these are submitted, substantiated, and result in disciplinary action
- Records and instances of intra-department discipline

- Data on whether the jurisdiction has a civilian oversight authority or a citizen advisory committee to promote police accountability
- Demographics, ethnicity, location, and camera footage linked to ticket citations
- The demographics of individuals who are stopped and searched by police officers
- Data on unions, prosecutors or other arbitrators involving themselves with officer misconduct cases
- Development of a community "digital freedom index" that looks at the degree to which communities have access to certain kinds of police accountability data
- City or county-level legislation aimed at addressing police misconduct or accountability
- Police departments with collective bargaining agreements
- The number of qualified immunity cases

Recommended Data/Sample Use Cases of Data:
- **CAPStat**: Includes NYC Federal Civil Rights Lawsuit Data from 2015 to June 2018 gathered from lawsuits filed in Federal court in the Eastern or Southern Districts of New York. Includes a variety of data filters, including settlement data, types of allegations, and force detail.
- **Task Force on Policing: Qualified Immunity Policy Assessment**: In this policy assessment, the Council on Criminal Justice carried out an analysis of 1,183 civil rights violation cases filed against law enforcement and concluded that qualified immunity increased the risks and costs of litigation to plaintiffs.
- **NYPD Misconduct Complaint Database**: A repository of complaints made by the public on record at the Civilian Complaint Review Board.

MFJ's Key Action Items:

Moving forward together requires a clear system of accountability, and Roundtable participants flagged a number of areas in which officers must be held accountable for their decision-making. Accountability also includes highlighting when policy was carried out as expected, and where there may be lessons for future decision-making. In addition to calls for better data related to unions, misconduct settlements, and disciplinary action, Roundtable discussions consistently raised the question of trust in police department data overall. As part of the Policing Project work, MFJ is committed to not only making data accessible, but also to making recommendations for better data collection and interpretation. While it may be impossible to eliminate all biases, a third party's evaluation of the data and the way it is used is an important external accountability mechanism for both the decisions carried out and also how those decisions are recorded and understood.

DIMENSION 6: OFFICER WELLNESS AND SAFETY

Description: Law enforcement officers are tasked with many responsibilities, not least among them the task of serving whole communities. Departments that provide services and regulations to improve the physical and mental wellbeing of their officers may improve effectiveness and increase their officers' ability to de-escalate conflict and have positive interactions with the community.

Opportunities for Measurement:

- The number of retirements caused by medical or stress-related events
- The number of officer-sustained injuries or suicides
- The number of officer terminations in a department due to infractions
- The existence of peer counseling programs and EAP programs
- The number of officers who are working overtime or additional hours above and beyond their shifts
- Metrics and satisfaction taken from annual job satisfaction surveys
- The length of time officers have served on the police force

Recommended Data/High-Level Use Cases:

- **Studies of Emotional Reactivity in Use-of-Force Decision-making**: A set of researchers used natural language processing to assess the emotional reactivity in officer responses during police interactions. They found that those officers with more expertise and time on the force would be calmer and more regulated under duress.

MFJ's Key Action Items:

How officers experience the stress of their work has significant implications for how they engage with the public, how they exercise their authority, and how they respond to oversight. Some departments are heading toward early warning systems, and Roundtable discussions focused on using wellness data to better understand to what calls, and with what intensity, officers are responding. Departments are encouraged to use this information proactively. MFJ will consider how this data can be made accessible to the public while balancing the privacy concerns of officers as members of the communities they serve.

DIMENSION 7: FISCAL NEEDS AND RESPONSIBILITY

Description: Local government has a responsibility to fund law enforcement agencies. Therefore, law enforcement agencies must make fair, efficient, and effective use of financial resources and be accountable to taxpayers for how those resources are allocated.

Opportunities for Measurement:

- Funds or allocated money taken up by police department budgets
- The cost of police overtime
- The projected costs of different types of crimes, e.g. how much does a burglary cost versus a homicide
- The quantity of fines and fees as a proportion to municipal budgets, especially in smaller jurisdictions
- The costs and savings from pre-arrest diversion
- The percentage of recently de-stabilized rent units to amount of arrests per neighborhood

- The cost of police misconduct settlements
- The cost of accessing body camera footage or other emerging technologies
- The cost of keeping arrested individuals in local jails awaiting trial

Recommended Data/High-Level Use Cases:

- **Harris County, Texas' Current Jail Population**: A comprehensive data dashboard featuring the total jail population by demographic groups and the length of time in jail. Includes additional data on whether individuals are homeless and previously in foster care.

MFJ's Key Action Items:

In some communities, data is needed to better understand how police departments spend public funds, and also the impact of moving those funds to alternative responses. The monetary inputs and outputs are both of interest to the public and relate to the other dimensions proposed here. The MFJ Policing Project will aim to present - alongside policies and quantifiable metrics of police action - the fiscal indicators of what the department prioritizes. In some cases, this information will provide communities and departments insight into where there are gaps and allow either to press for changes that suit their communities best. Balancing costs will also require data on exact programs funded and the budgets of other system and non-system agencies.

DIMENSION 8: RECRUITMENT, TRAINING, AND EDUCATION

Description: Law enforcement officers require substantial training to perform their duties effectively. Monitoring an agency's ability to provide training courses, seminars, and a strong recruitment pool can ensure better law enforcement outcomes. Training both in the academy and ongoing refresher training support officers' ability to respond to the demands of their work.

Opportunities for Measurement:

- The kinds of trainings offered to new police cadets
- Officer feedback from various kinds of trainings
- Pre and post knowledge after a training to understand measurable results
- Assessments of trainings once officers are in the field
- Recruitment strategies by departments
- Number of officers who reside in the neighborhood that they are policing
- Degree of de-escalation training offered to police departments

Recommended Data/High-Level Use Cases:

- **Census of Law Enforcement Training Academies (CLETA)**: The BJS administers CLETA every four years to gather information on recruits, staff, training curricula, equipment, and facilities that are responsible for administering mandatory basic training.

MFJ's Key Action Items:

Identifying the specific training that officers need in order to best carry out their policing functions is challenging at best, and impossible at worst. Roundtable participants raised some critical questions around how departments balance tactical training with "soft" skills like empathy and adaptive decision making. MFJ is moving forward to better document all training required of officers, including how long (and with what budget) officers spend in training for each type. What also surfaced in this discussion was the importance of knowing *who* is providing training. Demographics of active training staff or vendors will also be recommended for data collection.

COMMUNITY ENGAGEMENT TO APPLY POLICING DATA

The increase in various kinds of data to measure police performance must come with a corresponding increase in community engagement and outreach. As part of each Roundtable discussion, participants were asked about strategies to engage and partner with the community to more effectively apply policing data. Many participants noted that police data can only enable real reform and police accountability if it is accessible, usable, and trusted by the community. Participants noted a variety of strategies to support community engagement, including leveraging data visualization, working closely with community-based organizations, increasing police department outreach, and lifting up community voices.

Leveraging data visualization and unique formats: Roundtable participants noted that police data must be visualized and presented so that it is understandable and digestible by community members. In addition, there is value in formats such as video, which promote data accessibility and enable storytelling and contextual information around data use. For example, police departments and local governments could livestream public police "stats" meetings in order to expand how public comment is gathered from the community.

Working through community-based organizations: Roundtable participants regularly noted that communities need to interact with trusted stewards in their neighborhoods and have accessible points of entry to understand policing data. For example, **Forward Justice** in North Carolina carries out walkthroughs of **North Carolina Cop Watch** to teach community members how to access records of stops and search rates over time, broken down by race and ethnicity, and to review use of force cases during stops.

Increasing police department outreach and accessibility: While many police departments have town meetings or a social media feed, these tools are not often used in an accessible way, nor in a way that is helpful to community members. Many participants recommended using police department outreach channels to more directly reach communities and seek to elevate positive stories rather than instances of crime. For example, groups like **NewBlue** are identifying officers from communities they serve to implement novel solutions to problematic police procedures, co-produce interventions with the community, and measure the effects of their impact.

Lifting up community voices: Many communities do not see themselves represented in police statistics or have a way to balance official statistics with their lived experience. If communities could provide their on-the-ground experiences and interactions with police departments as measurable data, these same communities would be more inclined to be actively involved with applying and providing feedback on police data. For example, the **Charleston County Criminal Justice Coordinating Council** focuses on implementing sustainable, data-driven improvements to the criminal justice system and works closely with community representatives to hear the voices of different communities.

RECOMMENDATIONS

The Roundtable produced a number of recommendations to improve the landscape of policing data and better measure police performance. For the purposes of this report, these recommendations are categorized by the groups of stakeholders they apply to, including recommendations to funders, local governments, police departments, advocates and communities, researchers, and federal government.

Recommendations to Funders

Invest in data visualization and emerging technologies. The volume of data produced by police departments, from body camera footage to 911 calls, has created an unprecedented opportunity to understand police response and generate insights on what has worked and what hasn't. Funders should consider investing in technologies like machine learning, data storage capacity, and other tools to gain access to and publish data about police departments. For example, training machine learning algorithms on 911 calls helps code that data more effectively and provide evidence about potential risks associated with police response. Groups like the **Tableau Foundation** are helping researchers and community groups around the country with important data visualization tools.

Incentivize data linking programs and activities. Funders have the opportunity to encourage researchers, community-based organizations, and other grantees with the opportunity to link health, economic, and social outcomes data together with violence reduction. These data linkages can lead to important insights about downstream effects of police interventions and alternatives to police response in communities. For example, **Arnold Ventures** has encouraged researchers to compare calls for sounds of gunshots with shotspotter alerts in that community.

Fund and evaluate alternatives to policing programs. The growing call for innovative public safety solutions and alternatives to arrest has created a major opportunity for funders to support and evaluate the efficacy of these programs. Research on police diversion can not only describe the social and human outcomes of these interventions, but the potential cost savings and improved public safety of police diversion. Groups like **Microsoft's Justice Reform Initiative** are supporting initiatives around the country that expand and study the range of alternatives to policing programs.

Recommendations to Police Departments

Meet communities where they are. Community members and advocates have flagged that accessibility to data can be a major barrier for communities hoping to learn more about data. Police departments, in partnership with local governments, can focus their efforts on creating more opportunities to share data not just at City Hall, but through trusted community brokers like neighborhood centers and schools.

Invest in police data capacity. With the increase in body cameras, sensors, and other data-gathering technologies, police departments have an enormous opportunity to better understand their performance at the granular level. Despite this expansion of data, these departments don't always have the capacity to process the volume of data coming into their departments. Local governments and police departments should prioritize funding increased data analytics support and also identifying strategies to store the large volumes of data being created. Additional data capacity also ensures that police departments can more effectively participate in Federal efforts to gather and share national-level data on police performance. This could also include investing in the recruitment and training of data-savvy officers.

Support alternatives to arrest and other interventions. Many police departments are exploring alternatives to arrest and elevating social and health response as part of their police packages. These programs should be expanded and shared with other police departments around the country exploring similar interventions.

Adopt existing data standards and protocols where possible. Police department data is often collected using internal policies and procedures and may not be comparable to data collected by other police departments. Police departments should identify national standards for data collection where possible and apply them to their own police departments.

Make anonymized 911 data accessible for review. Many Roundtable participants repeatedly noted that the 911 dispatch system is designed to track police deployment and rarely reviews the outcomes of those phone calls. Projects like the **911 Transformation Project** are pathways towards better using 911 data to study how these calls impact public health.

Recommendations to Local Governments

Provide data on police salaries and overtime costs. Policing budgets in cities and municipalities can be driven heavily by the cost of police officer salaries and paid overtime. Community members frequently seek out this data to understand how much overtime police officers take on the job, and how that may adversely impact both the policing budget and outcomes. As some police departments across the country enact overtime limits, local governments should open up their departmental salary and overtime data to the public to explore similar strategies.

Publish comparisons of social spending to police budgets. Police diversion has become a more widespread tool of police departments who can dispatch community health workers and advocates rather than police officers. Local governments should more actively publish data that presents social spending budgets, such as data on health, housing, and education, in comparison to police department spending.

Share data on fines and fees by police jurisdiction. Fines and fees can be a significant driver of revenue for local governments and also adversely impact a police department's capacity to **solve violent crimes**. Local governments should mandate that police departments publish data about the volume of fines and fees collected as a percentage of overall police and city budgets. This data can enable local advocates and community groups to understand the policing dynamics in their communities and provide needed fiscal accountability to local governments.

Report outcomes and results of lawsuits and settlements. Lawsuits and police department settlements can cost local governments millions of dollars. Local governments should ensure that the outcomes and costs of these settlements are published and disseminated to the broader community.

Recommendations to Advocates and Communities

Develop community-led quantitative datasets. Despite the value of national-level data gathering efforts, some communities have sought to complement police department data with their own data. These kinds of projects ensure that communities take ownership of their own experiences and help document their lived experiences as data.

Complement quantitative data with community stories. While quantitative data about a local community can tell compelling stories about those communities, qualitative data with personal stories or community narratives go a long way to helping drive reform. Community advocates should complement quantitative data with qualitative storytelling that focus on specific cases where data was effectively applied. Programs like the **Portals Policing Project** provide unique opportunities for community members to share their experiences.

Create shared metrics with police departments. A number of Roundtable participants noted that working to identify shared metrics and measures for police departments is a helpful way to improve trust between the community and police departments and expand the range of data collected.

Recommendations to Researchers

Carry out further research on the social determinants of crime. Roundtable participants repeatedly mentioned that crime and violence do not take place in a vacuum but are closely linked with the social determinants of communities. Researchers should continue to pursue these connections further, and help outline areas of transportation, housing, education, and economic opportunity that correlate to higher crime rates.

Publish further data and research on pre-arrest diversion. Many Roundtable participants noted that diversionary policing tactics, which include connecting individuals to mental health and substance abuse recovery programs, need further study. Researchers have the opportunity to investigate their local police departments' diversionary policing programs, lead national surveys of diversionary policing tactics, and generally understand how police response ties into public health impacts.

Explore the costs of specific types of crime. The current estimates on how much **crime costs** continue to evolve as researchers study the costs to society. Studies of the costs associated with different types of crime should be continued to provide local officials, community members, and police departments with a richer understanding of how specific types of crime financially impact society.

Recommendations to the Federal Government

Incentivize police participation in national-level reporting. Police participation in current Federal reporting systems has traditionally been inconsistent and low. For example, the FBI's National Use of Force Database only last year **achieved the needed threshold of 60 percent participation** from law enforcement agencies to publish data on the use of force. The Federal government should pursue strategies to incentivize police departments to participate in national-level reporting, from furthering outreach strategies and discussions with police departments to potentially tying Federal dollars to mandatory reporting.

Establish additional data standards, especially for use of force and 911 calls. Many Roundtable participants noted that there is no consistent standard or definition for Use of Force or the coding process for the Computer Aided Dispatch (CAD) system that governs 911 calls. The federal government has a tremendous opportunity to define these standards, including a comprehensive definition for use of force and establishing an agreed-upon code book that dispatchers can use to code 911 calls.

CONCLUSION

The *Roundtable on Improving Data for Racial Equity in Policing* hosted by CODE and MFJ in January 2022 explored the numerous ways in which data can be used to help improve police performance. Its community driven discussions shed light on opportunities to improve data, fill gaps, and take a more holistic approach to improving police performance at the local, state, and national levels.

Participants provided input that helped identify cross-cutting themes and recommendations for improving policing data as well as specific measures and data dimensions that MFJ will use to improve their Dimensions of Police Performance and drive their Policing Project.

This conversation around data-driven approaches to improve police performance - as well as police transparency, accountability, and trust - has never been more important. Communities around the country are working to understand histories of racial injustice, address police violence, and reduce the impact of over- or under-policing on communities of color. Data will be vital to increase transparency, trust, and accountability as police departments work to better fulfill their mission to protect and serve.

ABOUT THE ORGANIZATIONS

MFJ Policing Project is an independent non-profit organization that aims to measure how local criminal justice systems across the country are delivering basic services, by using performance measures similar to those applied to nearly every public institution or resource in the United States. The MFJ Policing Project is establishing a standard set of comprehensive performance metrics of the police function. MJF is beyond grateful for the participation of so many leaders working to reshape the way that communities and departments imagine public safety and engagement, and is eager to incorporate the great work being done into its framework for measuring police work. MJF is heartened by the calls for data standards and shared definitions, as we believe it helps point to both opportunities for improvement, *and* standardized comparisons for examples of where programs are working. The Project's Commons platform invites communities to access, measure, and hold accountable the institutions that serve them. In doing so, we meet communities where they are, and place public leaders in a position to set data and policy goals. In the coming year, MFJ is piloting the metrics informed by this roundtable, and looks forward to working with community leaders to amplify the good work in this space.

The **Center for Open Data Enterprise** (CODE) is an independent nonprofit organization based in Washington, D.C. CODE's mission is to maximize the value of open and shared data for the public good, by working with government agencies, businesses, nonprofits, and researchers who are both data providers and data users. Since it was founded in January 2015, CODE has held more than two dozen Roundtables and Workshops with the White House and federal agencies focusing on topics including medical research and health care, energy and the environment, and federal data strategy. CODE has also developed informational materials and recommendations to promote the use of government data and public-private collaboration around data sharing and application. In addition to working with government agencies in the U.S. and internationally, CODE partners with private sector companies, foundations, and other nonprofit organizations to achieve its mission. CODE's Open Data for Racial Equity Program focuses on how data can be used to increase racial equity in areas including health, housing, and criminal justice and has previously produced a **Briefing Paper on Policing Data**. For more information, please visit **www.odenterprise.org**.

ACKNOWLEDGMENTS

Appendix A: Participating Organizations

A list of organizations with brief descriptions of those who attended the Roundtable.

CIVIL SOCIETY

Arnold Ventures is a philanthropy dedicated to tackling some of the most pressing problems in the United States. We invest in sustainable change, building it from the ground up based on research, deep thinking, and a strong foundation of evidence. We drive public conversation, craft policy, and inspire action through education and advocacy.

The Brennan Center for Justice is a nonpartisan law and policy institute. The Center strives to uphold the values of democracy, stand for equal justice and the rule of law, and work to craft and advance reforms that will make American democracy work for all.

Campaign Zero encourages policymakers to focus on solutions with the strongest evidence of effectiveness at reducing police violence. Our platform is continuously updated in response to the findings and insights of researchers and organizers nationwide.

The Center for Policing Equity is a research and action think tank that aims to provide leadership in equity through excellence in research. Using evidence-based approaches to social justice, we use data to create levers for social, cultural and policy change. Center for Policing Equity also holds a 501(c)3 status.

Civic Hacker tracks millions of data points, spanning all sorts of fields of study. If it doesn't already exist, we can help you create it.

Code for America is committed to building a team as diverse as the nation we serve. We're made up of people-centered problem solvers: technologists, advocates, storytellers, and organizers from many different backgrounds and communities around the country.

The Constitution Project, part of the Project On Government Oversight, works to combat the increasing partisan divide regarding our constitutional rights and liberties.

Communities United for Police Reform is an unprecedented campaign to end discriminatory policing practices in New York, bringing together a movement of community members, lawyers, researchers and activists to work for change.

Community Resource Hub for Safety and Accountability works to ensure all people have access to resources and tools to advocate for systems change and accountability in law enforcement.

Council on Criminal Justice works to advance understanding of the criminal justice policy choices facing the nation and build consensus for solutions that enhance safety and justice for all.

Crime and Justice Institute bridges the gap between research and practice with data-driven solutions that drive bold, transformative improvements in adult and youth justice systems.

Data for Black Lives is a movement of activists, organizers, and mathematicians committed to the mission of using data science to create concrete and measurable change in the lives of Black people.

DataKind is a global nonprofit that harnesses the power of data science and AI in the service of humanity. DataKind helps mission-driven organizations unlock their data science potential ethically and responsibly.

Institute for Excellence in Government provides objective, non-partisan consulting, research, writing and training support to government and non-profit agencies. With tight budgets and increasing demand for services, state and local governments need to innovate to deliver better service at the same or lower cost.

The Institute for Police, Mental Health & Community Collaboration works to develop Crisis Intervention Team (CIT) programs, in collaboration with the New York State Office of Mental Health Division of Forensic Services.

Law Enforcement Action Partnership's mission is to unite and mobilize the voice of law enforcement in support of drug policy and criminal justice reforms that will make communities safer by focusing law enforcement resources on the greatest threats to public safety, promoting alternatives to arrest and incarceration, addressing the root causes of crime, and working toward healing police-community relations.

Movement Advancement Project's (MAP) mission is to provide independent and rigorous research, insight, and analysis that help speed full equality for LGBT People. MAP is an independent think tank that provides rigorous research, insight and analysis that help speed equality for LGBTpeople.

The Square One Project assists in domestic violence survivors' transition out of women's shelters through SquareKits: 12x12 toolkits that address the physical, mental, and emotional needs of women by means of re-empowering them as they readjust to their daily lives.

Strategies for Youth is a national organization with the sole purpose of improving police/youth interactions, advocating for the training of public safety officers in the science of child and youth development, and supporting community partnerships that build strong police/youth relationships.

Project on Government Oversight is an independent nonprofit that investigates and exposes corruption and other misconduct in order to achieve a more effective, accountable, open, and honest federal government.

Results for America's mission is to make investing in what works the "new normal," so that when policymakers make decisions, they start by seeking the best evidence and data available, then use what they find to get better results.

Stand Together Venture Labs' mission is to invest in and support founders and their early-stage start-ups that are challenging the status quo.

Treatment Alternatives for Safe Communities is a statewide, nonprofit organization in Illinois that advocates for and serves people in courts, jails, prisons, and child welfare systems who have alcohol/drug and mental health problems.

Urban Institute is dedicated to elevating the debate on social and economic policy. For nearly five decades, Urban scholars have conducted research and offered evidence-based solutions that improve lives and strengthen communities across a rapidly urbanizing world.

XPRIZE Foundation is the global leader in solving the world's Grand Challenges by creating and managing large-scale incentivized prize competitions that create impact in five areas: Learning; Exploration; Energy & Environment; Global Development; and Life Sciences.

COMMUNITY GROUPS

Austin Justice Coalition is a Racial Justice Group that educates and builds community power for people of color who live in Austin, Texas that need support, community, and liberation during a time of systemic injustice in America.

Civilian Oversight Board is a non-profit organization that brings together individuals and agencies working to establish or improve oversight of police officers in the United States.

Communities United Against Police Brutality is a Twin-Cities based organization that was created to deal with police brutality on an ongoing basis. We work on the day-to-day abuses as well as taking on the more extreme cases.

The Crisis Assistance Helping Out On The Streets (CAHOOTS) White Bird Clinic provides mobile crisis intervention 24/7 in the Eugene-Springfield Metro area. CAHOOTS is dispatched through the Eugene police-fire-ambulance communications center, and within the Springfield urban growth boundary, dispatched through the Springfield non-emergency number.

DC Justice Lab is a team of law and policy experts researching, organizing, and advocating for large-scale changes to the District's criminal legal system. We develop smarter safety solutions that are evidence-driven, community-rooted, and racially just.

El Grito de Sunset Park engages communities that are subject to historic disinvestment, using art and coalition-building to advocate for housing rights, police accountability, and youth empowerment.

Empower Missouri works to secure basic human needs and equal justice for every person in our state through coalition-building and advocacy.

The Families & Friends of Louisiana's Incarcerated Children's mission is to create a better life for all of Louisiana's youth, especially those involved in or targeted by the juvenile justice system."

The Friends of Restorative Justice's mission is to pursue a balanced and restorative approach to crime and conflict that promotes justice, reparation, and resolution for victims and the community, while also addressing accountability, personal development, and reintegration of the offender into productive community life, with respectful treatment for all involved parties.

The League of Women Voters Metro St. Louis envisions a democracy where every person has the desire, the right, the knowledge and the confidence to participate. Their mission is to empower voters and defending democracy.

Metropolitan Organizing Strategy Enabling Strength (MOSES) is a group of diverse congregations, organizes communities, develops leaders and builds relationships to advocate for social justice.

Michigan Collaborative to End Mass Incarceration is a broad-based, statewide, non-partisan collaboration representing non-profit, faith-based, advocacy, grassroots, and service organizations united to end mass incarceration in Michigan. The Collaborative seeks to create and restore healthy communities.

Nation Outside is a movement that uses community education strategies and civic engagement initiatives to inspire the community to get involved in knowledgeable, sustainable, and socially just forms of advocacy to support currently and formerly incarcerated folks.

Police2Peace is a national nonprofit with a diverse with team and board members from the activist community and from the police community. We're launching national police reform through police culture change rooted in what it means for law enforcement to be "Peace Officers".

Power in Passion is a community organization that aims to help people have been incarcerated and stop the revolving door to jail and prison.

Pure Justice uses community organizing, civic engagement, education, and research as methods to help reform institutions and systems that perpetuate social and criminal injustices, aiming to improve the lives of low-income and working-class families.

South Carolina for Criminal Justice Reform is a statewide, non-partisan, non-profit, grassroots organization dedicated to achieving holistic criminal justice reform in South Carolina.

The Southern Coalition for Social Justice partners with communities of color and economically disadvantaged communities in the South to defend and advance their political, social, and economic rights through the combination of legal advocacy, research, organizing, and communications.

Strategies for Youth actively engages police, youth, and youth-serving community-based organizations in an interdisciplinary approach to addressing several problems: the proliferation of contentious encounters between police and youth, unnecessary arrests of youth for minor offenses, and disproportionate police contact with youth of color.

FEDERAL GOVERNMENT

U.S. Department of Justice is a Cabinet department in the U.S. government whose mission is: to enforce the law and defend the interests of the U.S. according to the law; to ensure public safety against threats foreign and domestic; to provide federal leadership in preventing and controlling crime; to seek just punishment for those guilty of unlawful behavior; and to ensure fair and impartial administration of justice for all Americans.

Office of Justice Programs is a federal agency that provides federal leadership, grants, training, technical assistance and other resources to improve the nation's capacity to prevent and reduce crime, assist victims and enhance the rule of law by strengthening the criminal and juvenile justice systems.

The White House Office of Science and Technology Policy's mission is to maximize the benefits of science and technology to advance health, prosperity, security, environmental quality, and justice for all Americans.

PRIVATE SECTOR

AH Datalytics was formed to provide 21st Century analytics to organizations serving the public good. AH Datalytics specializes in producing analytical insights that inform organizational decision-making.

Esri empowers leaders with innovative tools to help create sustainable prosperity. Esri's customers drive digital transformation by embracing the power of location.

ForceMetrics' goal is to transform decades-old and ineffective government data processes by leveraging our machine learning applications to increase capacity.

Ford Foundation is a global, grant-making philanthropy that works to disrupt inequality in all its forms.

Polis Solutions is a technology, research, and training company that develops and implements customized solutions for police, criminal justice, and other government and private organizations designed to improve the safety and outcome of face-to-face interactions in high-stakes situations.

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Tableau helps people see and understand data. Tableau's self-service analytics platform empowers people of any skill level to work with data.

Wormeli Consulting has helped clients define and measure outcomes and reduce costs of operations by identifying value premises and analyzing business operations to identify processes that can be improved or eliminated.

ZenCity uses AI and big data to reinvent the way local governments make decisions. Our platform helps cities understand their residents real needs and priorities, eliminating the guesswork from policymaking.

RESEARCHERS & ACADEMIA

Eastern Michigan University is a public university with ~ 22,000 undergraduate and graduate students. The University offers a wide variety of programs with over 200 majors/minors. One of the University's major strengths is that many programs incorporate hands-on work experience in the curriculum.

Harvard University is a private university in Cambridge, Massachusetts, U.S., and a member of the Ivy League. Founded in 1636 by the colonial Massachusetts legislature, Harvard is the oldest institution of higher learning in the United States. It is also the first and oldest corporation in North America.

The Justice Collaboratory at Yale Law School is a membership-based social science research center at Yale Law School that brings together an interdisciplinary group of scholars and researchers at Yale and beyond to cooperatively work toward a theory-driven, evidence-informed justice system.

Mapping Police Violence Project is a nonprofit organization and independent research collaborative collecting comprehensive data on police killings nationwide to quantify the impact of police violence in communities. MappingPoliceViolence.org was launched in early 2015 and has been publishing data on police violence nationwide ever since.

National Association of Criminal Defense Lawyers is on the frontline of criminal legal reform. The NFCJ supports comprehensive studies on issues within public defense, efforts towards solving disparities across the criminal justice system, and provides access to resources for defense lawyers.

The National Police Data Coalition is creating an index of Police data in America. Arrests, data access by police, incidents of police misconduct and more are recorded by all of our members and then shared to create a common understanding of events.

New York University, Criminal Justice Lab leverages data, analytics, and technology to support the development of a bold, 21st-century model for a justice system that can dramatically reduce crime and inequity.

The New York University School of Law is one of the oldest law schools in the United States. It offers a comprehensive first professional program leading to the degree of Juris Doctor and a graduate curriculum leading to the degrees of Master of Laws, Master of Comparative Jurisprudence, and Doctor of Juridical Science.

Rochester Police Accountability Board is an independent, community-led agency within the City of Rochester. We were created in 2019 thanks to overwhelming support from local voters.

University of Chicago Health Lab seeks to partner with civic and community leaders to identify, rigorously evaluate and scale programs and policies that improve health outcomes and address systemic barriers to achieving health equity.

University of Nebraska Omaha is Nebraska's metropolitan university - with strong academic values and significant relationships with our community that transforms and improves the lives of those on a local, regional, national, and international level.

Appendix B: References

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