

2021 **Annual Report**

National Police Foundation

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*Advancing Policing
Through Innovation
and Science*

Vision and Mission

The National Police Foundation (NPF) was established in 1970 as a non-partisan, non-profit, and non-membership organization dedicated to advancing policing through innovation and scientific research.

At NPF, we envision a world where police and communities work together to leverage research and data to co-produce safe, healthy, economically thriving, and mutually trusting communities.

Core Values



Transparent, trusting, and trustworthy;

Reliable, respectful, diverse, and inclusive, where all are treated with equity and dignity;

Unified and collaborative in pursuit of our shared goals and objectives and focused on;

Excellence, timeliness, quality, and continuous improvement in our work and our actions.



From the President

Throughout 2021, the NPF engaged with communities and policing organizations throughout the country to support and enhance local collaboration and further establish trust and confidence while taking on common challenges facing police and the communities they serve. As the following pages highlight, we continue to take pride in our efforts to encourage the use of science and evidence; promote joint problem solving and analysis; and build trust, confidence, and legitimacy through these efforts.

We firmly believe that communities that come together with policing and public-safety leaders to pursue justice and safety are transformative. We promote this throughout our work as we seek to enable and assist local changes and practices that, when successful, can lead to greater change across the nation. Through our research and experiments, training and technical assistance, and dissemination of factual and practical information, we can support those communities and organizations that are engaging, trusting, and collaborating each and every day.

In the following pages, you will see this kind of engagement and collaboration reflected in our work. From community and officer surveys research-informed training and technical assistance to critical resources for community engagement and officer and organizational wellness, we place an emphasis on illuminating a more effective path to change.

As we work on these important initiatives, we learn and adapt to what is needed to advance policing. For example, we have heard from many in local communities across the country that we can do more to inform the public about the focus of our work and highlights of our mission. In response, we will take steps early in 2022 to ensure that our mission and the “how” of our work is more clearly documented and publicized. At the same time, we will continue to expand our research and dissemination and assistance efforts in ways that are necessary to achieve excellence in policing.

In closing, we would like to thank all of those who engage with and support our work, particularly those who highlight its outcomes and share them with others. We look forward to continuing to engage, lead, and grow alongside you in 2022 and achieve our goals together in support of America’s most noble profession.

Sincerely,

A handwritten signature in black ink, appearing to read "Jim Burch". The signature is stylized with several loops and a long horizontal stroke at the end.

Jim Burch
President, National Police Foundation

Strategic Plan



ENGAGE Broadly to **SHAPE** the Conversation and **BUILD** our Capacity for **IMPACT**

PRIORITIES

The NPF is committed to strengthening and expanding relationships with key stakeholders, partners, and supporters of the NPF’s mission. The NPF has strong, collaborative relationships that enable the necessary research into critical issues facing policing today. We will continue to invest in those relationships and forge new ones to increase capacity for mission-critical work, share findings more broadly, and advance mission impact within the United States and abroad.

The NPF remains steadfast in the commitment to our history, experience, and reputation for empirical, theoretical, and objective research. The evolving landscape of policing compels us to reach further and lead the national conversation through courageous and innovative work. NPF is uniquely positioned to be a pioneer in policing through research that is timely and can be easily translated into practice. The NPF will be a leading voice in facilitating the coproduction of public safety by prioritizing work that builds trust and strengthens relationship between police and the communities they serve.

NPF continues to evolve as an organization. In-house research, technical assistance and specialized experience are significant operational assets. The NPF will continue to invest in the capability and readiness of the organization to serve the mission effectively and efficiently, and to ensure the commitment and capacity is in place for the growth and sustainment of the NPF and its work.

STRATEGIES

- Develop strategic communications plan to expand information sharing internally and externally which include a social media strategy to engage a broader, more diverse group of stakeholders, partners, and supporters.
- Identify and prioritize global opportunities for collaboration and information sharing to broaden mission impact beyond United States.
- Initiate partnerships nationally and globally with academic experts, practitioners, government agencies, and elected officials that will further our work and drive flexibility in our funding.
- Share our story and translate research to practice educating both police professionals and the public to facilitate the coproduction of public safety.
- Identify and develop influencers and credible messengers to help our work reach a broader audience.

- Develop an innovative and mission-consistent research agenda to shape our work and inform funding and research priorities.
- Continue to convey principles of policing within a democracy. Support the evolution by bridging the gap between research and practice with tools that help police leaders engage the community, build trust, and develop values-based organizations.
- Partner with complimentary disciplines and experts to address critical needs in officer recruitment, retention, and wellness.
- Partner with complimentary disciplines to promote a comprehensive approach and tools for transforming leadership and organizational culture in police agencies.
- Be a leading voice in the public space by sharing un-biased, evidence-based findings on the most important issues that impact communities and police.

- Invest in the development of NPF staff in the area of research innovation and emerging technologies based on mission and research priorities.
- Create operational excellence by establishing practices for high quality, repeatable execution of project management, client services, and service delivery.
- Pursue diverse and flexible sources of funding to allow the research agenda to drive our work.
- Establish and grow an operational fund to expand operations, communication, and initial funding of opportunities that further the research agenda.

KEY PRIORITIES

Impact of Guns on Policing

Engage in research and services that further knowledge on policing strategies addressing gun violence, investigations involving gun violence, response to mass shootings, and officer use of force.

Community Relations and Policing in a Democracy

Engage in research and services that further knowledge of how policing is defined and intended in a democracy, militarization of police, police legitimacy and community relations, and policing strategies to address crime and violence.

Officer Safety, Wellness, and Healthy Police Organizations

Engage in research and services that contribute to the development and implementation of strategies and tools for ensuring officer safety and wellness, and in helping police leaders build healthy agency cultures.

Our Work: Engage, Lead, and Grow

The National Police Foundation's work is focused in three priority areas: Impact of Guns on Policing, Officer Safety and Wellness, and Community Trust. Across these areas, law enforcement agencies continue to face critical issues and challenges. NPF engages with stakeholders across the policing, public safety, and research spectrum to identify those issues and works alongside law enforcement agencies to implement evidence- and practice-based solutions.

23,906
ghost guns
recovered at crime scenes
from 2016-2020

Impact of Guns on Policing

Gun violence continues to impact communities of all sizes in all areas of the United States. One emerging issue in the fight against gun violence is that of ghost guns. Ghost guns (also known as privately made or unserialized firearms) have become a significant concern to law enforcement and public safety. Between 2016 and 2020, 23,906 ghost guns were recovered by law enforcement from crime scenes. Because ghost guns lack serial numbers and other identifiers commonly used during investigations, traditional approaches are hindered, increasing investigation time and reducing investigative effectiveness.

- *The Proliferation of Ghost Guns: Regulation Gaps and Challenges for Law Enforcement.* The NPF conducted research with 24 law enforcement agencies and identified several common concerns from agency leadership.
- NPF's work on ghost guns has led to federal and local actions and movement towards policy change.
- *Training and Technical Assistance Support for Crime Gun Intelligence Center Initiative Grantees.* The NPF and its partners provide proactive and on-demand training and technical assistance, including practical guides and checklists, technical briefings and training, and quick reaction assessments. This assistance provides agencies with unique insights into effective and efficient processes and approaches to prevent and reduce violent crime committed with firearms.

5 THINGS you need to know about GHOST GUNS

- 1 Ghost guns can be assembled from parts or 3D-printed
- 2 Ghost guns can be assembled rapidly and in large quantities, creating new avenues for gun trafficking schemes and networks
- 3 Ghost guns make it difficult or ineffective to develop investigative leads or conduct firearms tracing
- 4 The number of crime-involved ghost guns increased substantially in 2020 for many agencies
- 5 Recovered ghost guns should be identified as such and should be processed to the fullest extent possible

Officer Safety and Wellness

According to preliminary data compiled by the National Law Enforcement Officers Memorial Fund (NLEOMF), 458 federal, state, tribal, and local law enforcement officers were killed in the line of duty in 2021. Of these, 58 officers were killed in traffic-related incidents, a 38% increase from the year before. Moreover, struck-by fatalities increased 93% from 2020.

- National Law Enforcement Roadway Safety Program (NLERSP). The NLERSP provides a suite of no-cost, evidence-based training courses for executives, patrol officers, and trainers as well as customized technical assistance.

458
officers killed
in the line of duty
in 2021



This training will save lives.

Patrol Officer Training Participant
Baton Rouge, Louisiana

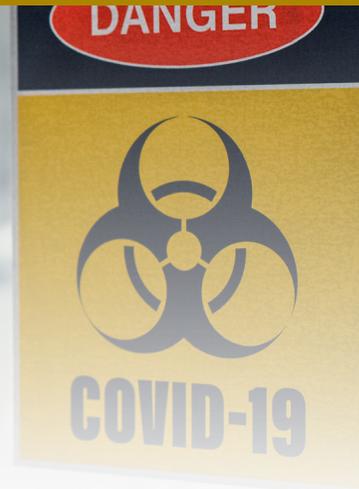


Vital training. Traffic safety must come from and be exemplified by leadership. This course really hits that home.

Nationwide Virtual Executive Workshop Participant



*struck-by fatalities
increased 93%*



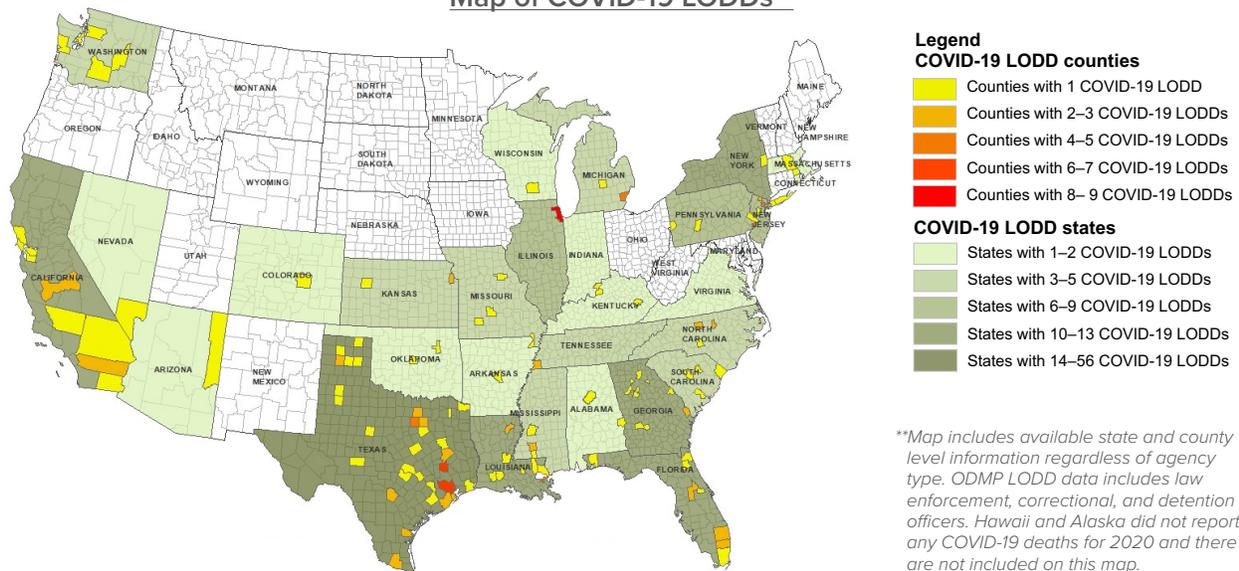
COVID-19 Related Line of Duty Deaths

The National Police Foundation, in partnership with the COPS Office and the Collaborative Reform Initiative Technical Assistance Center (CRI-TAC), has updated their 2020 analysis of the line of duty deaths (LODD) due to COVID-19. An analysis of the line of duty deaths (LODD) based on data compiled by the Officer Down Memorial Page (ODMP) found that:

- COVID-19 killed 221 Law Enforcement Officers in the line of duty from March through December 2020.* This represented 68% or more of all the LODDs in 29 states, two territories, and the District of Columbia.
- A majority of these officers were 50 years of age or older, in line with general population trends.
- As of February 15, 2021, ODMP recorded 346 total LODDs in 2020, a 131% increase from the previous year – COVID-19 being the single highest cause of 2020 LODDs.

ODMP's numbers are based on public submissions to their page, which are evaluated against their criteria for inclusion using information compiled from user submissions, media accounts, and correspondence with the officer's agency. These statistics include any law enforcement officer who dies as a result of COVID-19 as a direct result of the officer's law enforcement duties.

Map of COVID-19 LODDs**



*ODMP data accessed February 15, 2021. This information is subject to revision due to ongoing evaluation of COVID-19 associated LODDs and may differ from local agency LODD data.

Community Trust

Over the last decade, a persistent lack of community-based mental health resources available to people in crisis has resulted in frequent need for police intervention. Police encounters with people with behavioral health needs are common, consuming public safety resources and creating potentially dangerous situations. One quarter of people killed by police each year are thought to have been in behavioral health crisis.

In response to this, large and medium-sized law enforcement agencies have increasingly adopted specialized police response models. However, little is known about the adoption of these specialized responses by small agencies with fewer resources, less occasion to see persons in crisis, and fewer nearby mental health facilities.

- *How Small Law Enforcement Agencies Respond to Calls Involving Persons in Crisis: Results from a National Survey*. This report presents findings from a survey of how small law enforcement agencies respond to incidents involving persons in crisis as a result of mental health or substance abuse issues. It is based on responses of a random sample of 380 municipal police and sheriff offices with between 10 and 75 sworn officers between February and October 2020.

In 2021, the NPF continued its support for the independent *Council on Policing Reforms and Race*. The Council, formed in late 2020, works independently to develop recommendations for the improvement of policing and the mitigation of racial disparities related to criminal justice system and policing contacts. The Council has identified over 50 potential recommendations and is closely considering the available research to refine its recommendations before a release in early 2022.



*We Envision a World
Where Police and
Communities Work Together*

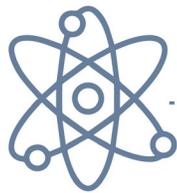
Throughout 2021, NPF has remained focused on our priorities to reduce violence in our communities, build and strengthen trust and legitimacy, and to ensure that those who serve and protect can remain safe and thrive in healthy organizations.

How we've impacted policing and communities in 2021

We've created officer safety and wellness guides, tools and tips that have reached **over 2,000** officers and policymakers in **more than 60** state and local law enforcement agencies.



We're identifying best practices to prevent school shootings and other school mass violence incidents by conducting and sharing detailed reviews of **nearly 300** school violence incidents that were successfully prevented. Nearly **30** incident reviews were added in 2021.



We're working together with agencies to conduct scientific studies and experiments to improve policing outcomes, build and support more effective approaches to policing, and improving police organizations.

Nearly 25 studies are currently underway, including **6** that are rigorous scientific experiments.

We've challenged the status quo and enabled learning by **conducting critical and independent reviews** of protest responses in multiple cities during 2020, highlighting the need to protect First Amendment rights, eliminate violence and property destruction from protests, and to keep officers and their families safe and respected.



We're working together with **17** communities and policing organizations to identify shared goals and policing performance metrics that matter to communities.



Once identified, our approach brings officers and community together to jointly address problems and to track how our collective efforts have worked and to make changes as needed to ensure public safety, community satisfaction and healthy police organizations.



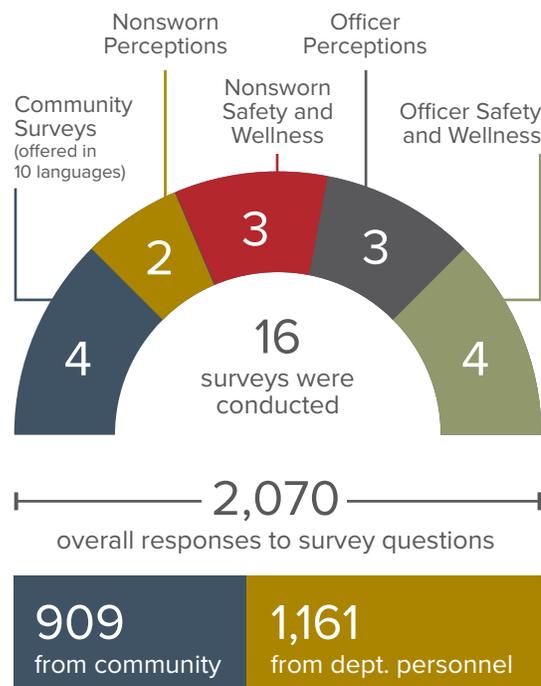
We've honored your commitment to us by maintaining transparency and other best practices for nonprofits, earning a Platinum Seal for Transparency and **scoring 86** [out of 100] by Charity Navigator, the world's largest and most trusted non-profit evaluator.

In addition, NPF took on a number of other projects to advance knowledge and practice in 2021. Below are just a few highlights.

- ***Enhancing Procedural Justice in Hot Spots Policing: A Multi-site Randomized Trial.*** This project is the first randomized trial of procedural justice policing to examine interactions between police and citizens. The longitudinal study tracked the effects of training over a nine-month period in 120 crime hot spots in three cities.
- ***Neighborhood-Driven Policing Revisited.*** The Neighborhood-Driven Policing model has been revisited by policing reform advocates since its beginnings in 2005. This paper involved conducting an analysis of research and seeks to describe an updated vision of how NDP might better-meet the needs and expectations of both police and residents in contemporary communities.

- *A Crisis of Trust: A National Police Foundation Report to the Los Angeles Board of Police Commissioners on the Los Angeles Police Department Response to First Amendment Assemblies and Protests Occurring May 27 – June 7, 2020.* The NPF conducted an independent after-action review, assessment, and analysis of the actions of the Los Angeles Police Department in response to First Amendment assemblies and protests in the City of Los Angeles. The resulting report outlines the approach and contains the findings of this review.
- The NPF worked with a major U.S. municipal law enforcement agency to create an 8-hour in-service training for all officers in the department. NPF hold listening sessions with community members, crime victims, prosecutors, officers, and detectives to develop a practical, yet evidence-informed training on gender-based violence. Uniquely, the development of the training curriculum incorporated not only the latest scientific research on the issue and how police can effectively respond, but also incorporated community and practitioner perspectives. The team is hoping to provide more information on this training development engagement in an article published in *Translational Crime Magazine* later in 2022.
- *21st Century Policing Task Force Report: The First Five Years.* Since the President’s Task Force on 21st Century Policing concluded its work, the national conversation about policing and police reform has only intensified. In this report, NPF assesses how the concepts, findings, action items, and recommendations contained in the Report. This assessment provides an objective review of how the recommendations have been received and enacted in law enforcement agencies.

- *Staying Healthy in the Fray.* NPF developed *Staying Healthy in the Fray* as a brief guide for ways to recognize and protect the physical and mental wellbeing of officers during responses to intense and protracted protests and demonstrations. The guidebook is available as an online resource as well as a downloadable publication.
- *Community Survey Tools.* During 2021, the NPF provided law enforcement agencies with community survey tools and services to gauge the satisfaction and levels of confidence among those in the community. The NPF collected 909 survey responses in 10 different languages and dialects on behalf of 4 communities, and provided each agency with a custom report of aggregated findings within 10 days of survey completion. In four communities, additional surveys were provided to officers and nonsworn personnel who also shared their views on the internal climate of the agency, safety and wellness, and their perspectives on community support, crime, and other factors. The project served 6 agencies, representing university, small/rural, and mid-size type agencies, and breakdown and impacts are as follows:



NPF Blogs

Developing Evidence in De-Escalation of Potential Use of Force Encounters

December 21, 2020

Karen L. Amendola, Ph.D | Chief Behavioral Scientist

Stories about police use of excessive force continue to appear in local and national news headlines. Community-police relationships continue to be strained by these incidents, many of which have been captured on camera and circulated in media. Witnessed and recorded incidents have reportedly led... [read more](#)

Is Your Agency Leading the Charge?

March 24, 2021

Lieutenant Allen Schubert | Los Angeles Police Department

By now everyone with an interest in law enforcement and mending the rifts in our fractured society has seen the murder of George Floyd in Minneapolis. Those who have sworn to an Oath of Office realize that what happened that day has never been, is not now, or will ever be the true face of... [read more](#)

The Danger to Policing in Normalizing Extremism

January 15, 2021

Chief Jim Bueermann (Ret.)

The sights and sounds of January 6, 2021, are etched into our minds for the remainder of our lives and will no doubt be studied and read about for decades to come. This was no ordinary Wednesday. It could be classified as one of the worst, if not the worst day yet, in American history... [read more](#)

Neighborhood-Driven Policing Revisited

August 2021

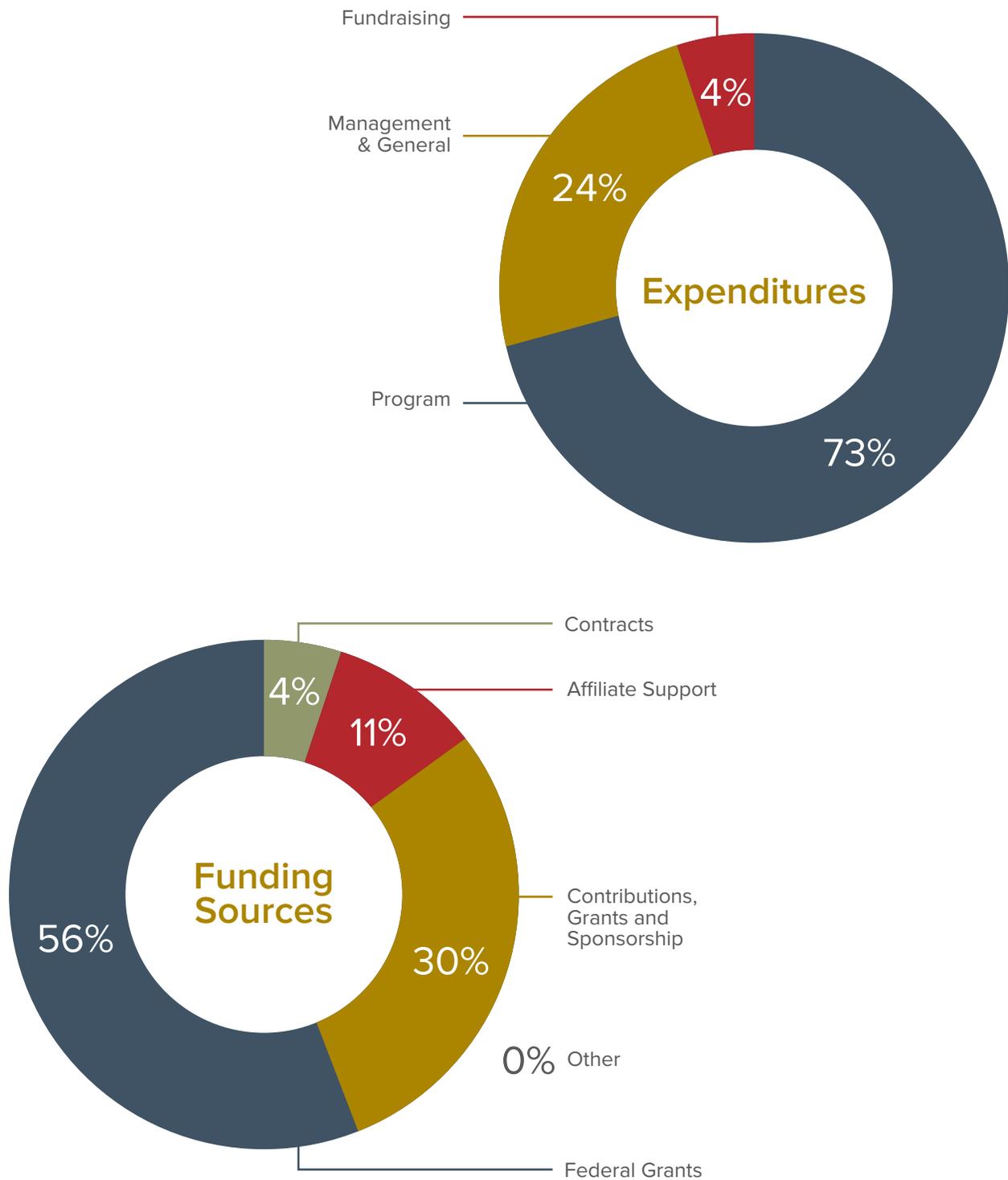
Richard W. Myers, Bernard H Levin, Joseph A. Schafer

The Neighborhood-Driven Policing model has been revisited by policing reform advocates since its beginnings in 2005, as several key elements of NDP encapsulate various changes that have garnered widespread consideration in recent years. While much has changed in the fifteen years since... [read more](#)



OnPolicing captures the thoughts of some of the country's most important voices on contemporary policing.

A Look at Our Financials



**From the Fiscal Year 2021 Unaudited Financials*

Sponsors

We would like to thank our sponsors for their generous support. This support is vital in helping us fulfill our mission. Sponsorship extends beyond a partnership and embraces comradery. This support assists NPF as we work to reduce force and firearm use, improve community trust in policing, and promote officer safety and wellness.

Transform Policing



Engage Communities



Impact Justice



EQUIPMENT CONTROLS COMPANY

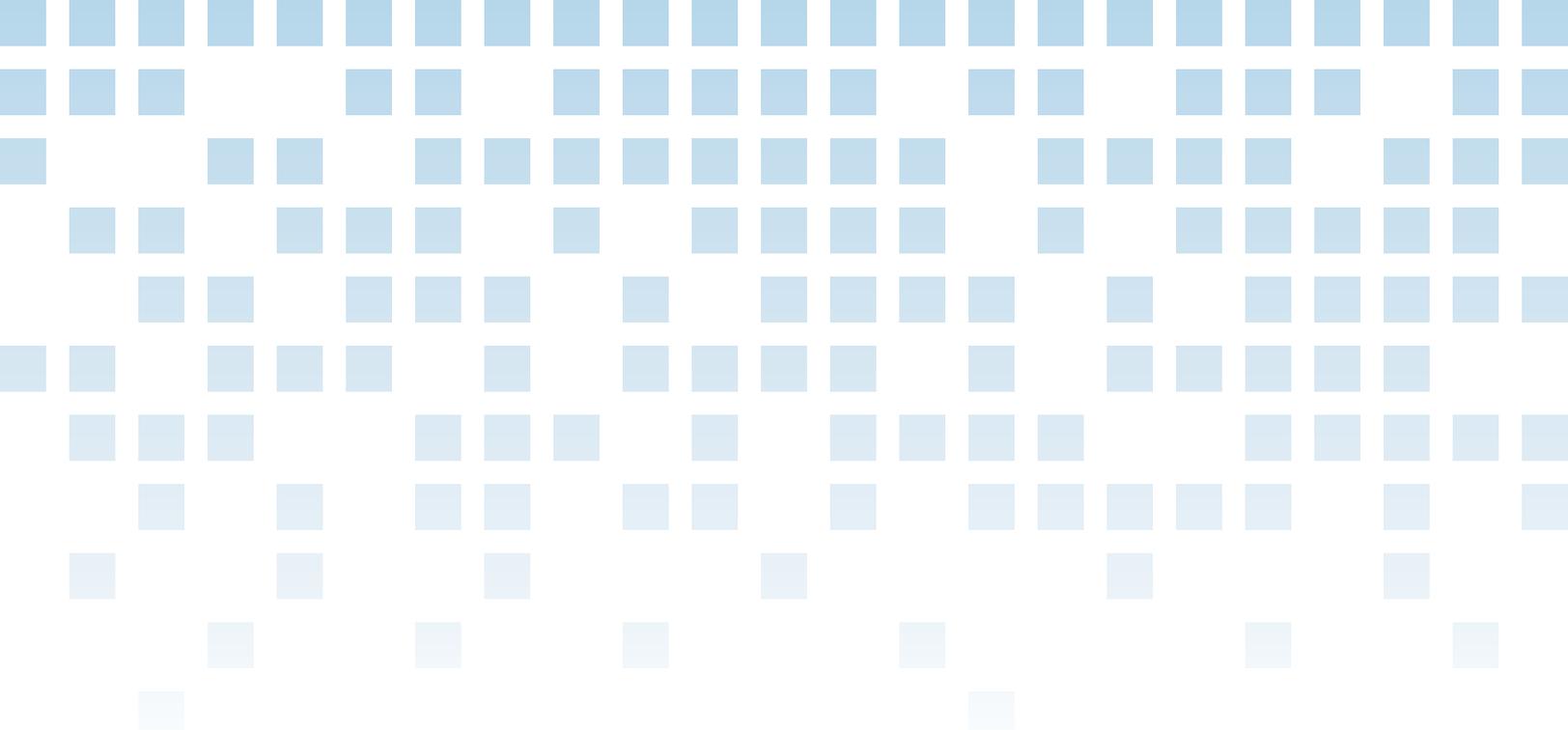
Maris & Peter Cuneo

Advance Trust

Greg Orman

Mary Beth O'Connor

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



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