

Benchmark Analytics Grant - Joyce Foundation

National Police Early Interventions and Outcomes Project

May 30, 2018

A. Executive Summary

Despite substantial research on policing broadly, significant gaps still remain in understanding how to identify and best support police personnel who are at risk of (or already demonstrating) problematic behavior with respect to professional conduct and citizen interaction. Specifically, the literature today represents both a lack of universal predictive tools/models for law enforcement managers to mitigate risk, as well as an overall shortage of evaluation and information on the effectiveness of available police supports and interventions (e.g. trainings, certifications, wellness programs) and/or professional development tools.

More broadly, we also find a general absence of robust longitudinal data across jurisdictions on police attributes, characteristics and outcomes, from which more sophisticated modeling can be developed. Solving for these deficiencies would go a long way towards closing the gap in a common understanding of how to help police departments both better manage operations and staff within their departments – and to likewise better serve their constituents and communities.

The National Police Early Interventions and Outcomes Project will provide a first-of-its kind platform for data collection, research collaboration and practitioner learning and best practices by deploying the Benchmark Analytics technology system across four (4) Great Lakes region police departments. Working in close collaboration with the University of Chicago and the Benchmark Research Consortium (also supported by the Joyce Foundation through a separate grant to UChicago), the Program will provide deep analytics to partner police departments on which officers are at the greatest risk of having an adverse action as well as risk trends over time, for example use of force incidents, vehicle incidents and citizen complaints against officers. From there, the platform will provide recommendations on the best interventions for at-risk officers, as well as the case management and workflow to ensure that follow-up occurs and officers do not fall through the cracks. Finally, over the course of the Program, we expect to learn much about what types of Interactions, at what dosages, have the most positive impact on further outcomes at the officer level.

Over the course of the grant period, partner departments will also be members of the Research Consortium, providing direct and critical feedback to the researchers as well as learning from one another and having the opportunity to discuss both best practices, as well as unsuccessful efforts.

B. Information on the Program

a. Goals

The *National Police Early Interventions and Outcomes Project* will seek to:

1. Provide on-going evaluation and case study for the application of research-based EIS in multiple police departments.
2. Facilitate the Benchmark/UChicago Research Consortium (also supported by the Joyce Foundation) by including law enforcement practitioners to the group.
3. Curate and facilitate further research questions for investigation and focus.
4. Drive policy and national learnings through the evolution of a national benchmark on key EI data.

b. Program Design

1. Program Components

Implement a data capture platform (provided by Benchmark Analytics' early warning and enterprise management software system) in pilot Cities to accelerate data collection and best practices creation.

2. Criteria for Successful Partners

Benchmark took several criteria into consideration as we developed a short list of candidate partner cities.

- **Leadership:** Police Chief and Mayor/City Manager are committed toward action and see a compelling need in her/his jurisdiction to implement the proposed program.
- **Size:** Mid-size city in the range of 150 to 2,000 officers.
- **Political stability:** Executive leadership has the political stability to make change and perceived longevity in the job.
- **Diversity:** City has community diversity.
- **Geography:** City is within the Great Lakes region.

c. Benchmark System Overview

Our single-source, software-enabled platform closes the current knowledge gaps in the marketplace by providing a single source of the truth for all data associated with managing a police department's human capital, and provides a holistic, low-risk management system with early indicators designed to:

- Recognize, reward and retain officers exhibiting standout police work with a fast-track plan of action for advancement, and
- Identify officers exhibiting problematic behavior and flag areas in need of improvement — and provide them with a corrective action plan to get them back on track.

Specifically, First Sign relies on over twenty-five critical data variables across seven (7) categories to provide this insight, as demonstrated below:

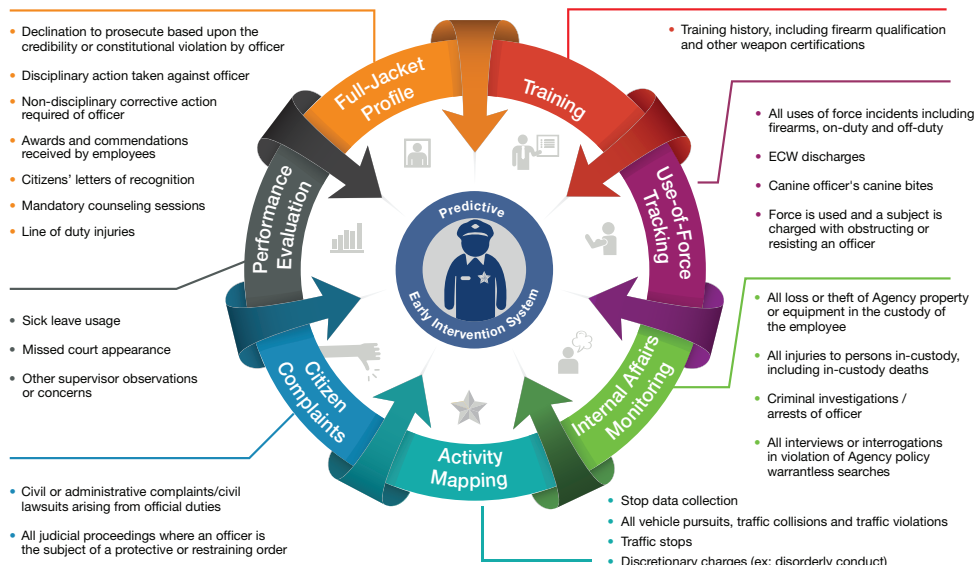


Figure 1. FirstSign Data Categories

First Sign instantly analyzes cumulative officer data and graphically displays indicators for those police officers successfully on track — and, importantly, early detection of off-track behavior before it becomes a real problem for officer performance and growth.



	DATA ELEMENTS	NORM RANGE	DEPARTMENT AVERAGE	EMPLOYEE SCORE
 <p>OFFICER JOE SMITH</p> 	1. All uses of force incidents including firearms, on-duty and off-duty	1-3 4-5 6+	2.8	5
	2. ECW discharges			
	3. Canine officer's canine bites			
	4. All injuries to persons in-custody, including in-custody deaths			
	5. Force is used and a subject is charged with obstructing or resisting an officer			
	6. Line of duty injuries			
	7. Stop data collection			
	8. Criminal investigations /arrests of officer			
	9. Civil or administrative complaints/ civil lawsuits arising from official duties			
	10. All judicial proceedings where an officer is the subject of a protective or restraining order			
	11. All vehicle pursuits, traffic collisions and traffic violations			
	12. All loss or theft of Agency property or equipment in the custody of the employee			
	13. All interviews or interrogations in violation of Agency policy			
	14. Declination to prosecute based upon the credibility or constitutional violation by officer			
	15. Disciplinary action taken against officer			
	16. Non-disciplinary corrective action required of officer			
	17. Awards and commendations received by employees			
	18. Citizens' letters of recognition			
	18. Training history, including firearm qualification and other weapon certifications			
	19. Sick leave usage			
	20. Missed court appearance			
	21. Warrantless searches			
	22. Traffic stops			
	23. Discretionary charges (ex; disorderly conduct)			
	24. Mandatory counseling sessions			
25. Other supervisor observations or concerns				

Figure 2. Officer Dashboard

First Sign becomes a dynamic, data-driven risk management tool that gets smarter and more efficient over time. First Sign also provides a rich suite of dashboards and reporting that help translate complex and dynamic analytics into actionable steps your department can take to positively impact conduct.

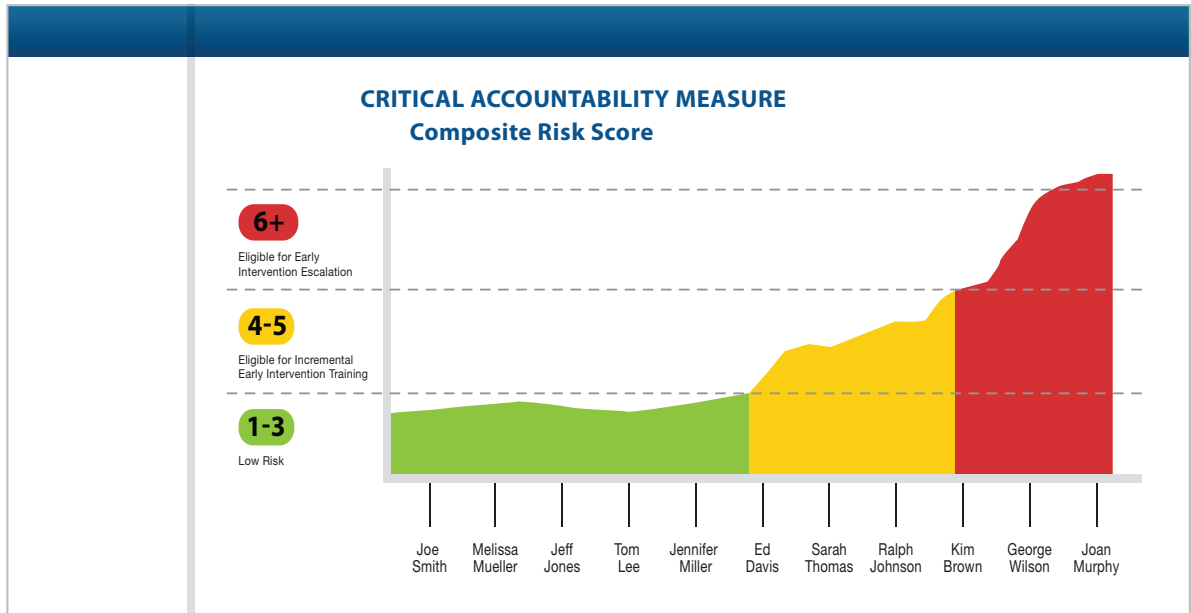


Figure 3. Composite Risk Score

Once off-track behavior has been identified in First Sign we then facilitate thoughtful and effective early intervention with C.A.R.E., which:

1. Features research-based, analytics-driven case management modules for officer-specific interventions.
2. Provides “benchmarks” of best practices proven to be most effective for different levels of intervention.
3. Facilitates the planning process with a template of actionable steps, guidelines, goals, follow-up, etc.

Ultimately, C.A.R.E. allows supervisors to develop a well thought out, meaningful plan of action for individual officers to help ensure that no one in your charge is falling through the cracks.

More information about the research base as well as the product overview can be found in Attachment C.

C. The Benchmark Team/Qualifications

Benchmark Analytics was founded by a team of experienced, dedicated police and government professionals with a proven track record in delivering a research-based, data-driven formula for success in talent management. Our objective is to deliver a single-source software platform that will advance police administration in America by aggregating the critical data points involving officer activity into one convenient online location — in a way that provides a holistic, 360° view of every officer. With a single, unified data platform we will be able to analyze and visualize cumulative officer data and graphically display indicators for those police officers successfully on track – and, importantly, early detection of problematic, off-track behavior before it becomes an issue. Benchmark's analytic suite is a dynamic, data-driven instrument that gets smarter and more efficient over time.

Our implementation team is comprised of former government practitioners who:

- Understand and have worked in government
- Have deep experience translating between development/tech folks and end users
- Are tenacious about project management and have experience leading complex deployments

We also retain former police department subject matter experts for technical support as needed on projects. The background of these individuals includes a former Internal Affairs top manager from a large, urban police department and the retired Commander of the Chicago Police Department's Training Academy.

Bios on our management team can be found in Attachment B.

E. Benchmark Board Members and Key Leaders

Charles H. Ramsey

Founding Board Member

Chuck Ramsey has had a highly respected career in law enforcement that spans over 45 years. His impressive accomplishments include:



- Chicago Police Department patrol officer from 1970-1976 — promoted to sergeant in 1977, lieutenant in 1984 and captain in 1988.
- Commander of Chicago's Narcotics Section from 1989-1992, and appointed Deputy Superintendent of the CPD in 1994.
- Chief of Police in Washington, D.C. from 1998-2006, where crime rates declined about 40 percent during his tenure. He also expanded community policing and traffic safety programs — as well as improved recruiting, hiring and training standards.
- Police Commissioner of Philadelphia from 2008-2016 — where the city's homicide rate dropped 37 percent and violent crime decreased by 31 percent during his tenure.
- Co-Chair of the President's 2014 Task Force on 21st Century Policing
- President of the Police Executive Research Forum and the Major Cities Chiefs Association

Ramsey is a graduate of the FBI National Academy and holds undergraduate and graduate degrees from Lewis University. He has also served as an adjunct professor at Lewis University and Northwestern University.

R.T. Rybak

Founding Board Member

During his twelve years as the Mayor of Minneapolis, R.T. had extensive experience with police and public safety. In his tenure as Mayor, he led double-digit decreases in crime.



Additionally, he received national attention for the Blue Print to Reduce Youth Violence, a public-private partnership whose public health approach integrated community-wide violence prevention efforts, including:

- Reforms in police-community relations
- Integration of in-school/out-of-school efforts
- Early curfew/truancy interventions

R.T. has written extensively on police-community relations — including in his book, *Pothole Confidential*, which also called on his experience covering police and community for the Minneapolis Star Tribune. He previously led Generation Next, a Minneapolis-based community collaborative focused on closing opportunity gaps for children of color and has worked as a strategist for technology and Internet start-ups.

Currently, Rybak is the CEO of the Minneapolis Foundation and former senior advisor to Living Cities.

Mike Soenen, Valor Equity Partners
Boardmember

Soenen serves as a Co-Head of Valor's operations group, focusing on active management of portfolio companies in conjunction with existing management teams. His additional responsibilities include investment prospect generation, investment structuring and execution, and due diligence of potential acquisitions.



Soenen also served as Chairman, Chief Executive Officer, and President of FTD Group, Inc., a leading provider of floral and specialty gift products. Prior to FTD, Inc., Mike worked at Perry Capital, LLC and Salomon Brothers Inc.

Mike is a graduate of Kalamazoo College. In 2011, he was named a Henry Crown Fellow at the Aspen Institute.

Professor Rayid Ghani, UChicago

Chair of Benchmark Research Consortium

Rayid is an analytics research specialist who focuses on developing data-driven approaches to help solve large-scale social challenges and public policy in areas such as criminal justice, education, healthcare, urban infrastructure and public safety. His achievements include:



- Director of the Center for Data Science and Public Policy
- Senior Fellow at the University of Chicago Harris School of Public Policy
- Research Director of the Computation Institute, University of Chicago
- Senior Research Scientist and Director of Analytics Research at Accenture Labs — led a technology research team focused on applied R&D in analytics, machine learning, and data mining for emerging business problems
- Founder of the Eric & Wendy Schmidt Data Science for Social Good Fellowship — trains computer scientists, statisticians and social scientists to work on data science problems with social impact

Rayid also teaches data science and machine learning at Harris and is actively involved in the joint Computer Science and Public Policy Master program at the University of Chicago. He has worked with police departments to build Early Intervention Systems that can help identify officers at risk of adverse interactions with the public.

F. Organizational Expenses

This proposal contains significant in-kind expenses provided by Benchmark Analytics, most significantly in the areas of software development, research development and executive level support. Through this project, Benchmark is also subsidizing the full costs of project management and deployment of the technologies, including configuration of the software and training.

ATTACHMENT A.

Benchmark Team Summaries

Ron Huberman, CEO: Served as Assistant Deputy Superintendent of the Chicago Police Department with command over the Personnel Section along with other like commands including the Data Systems Division. Ron went on to serve as the Executive Director of Emergency Management and CEO of the Chicago Public School System where he provided direct oversight over professional standards and training in a variety of government settings beyond just public safety.

Sarah Kreamsner, COO: Served as Director of Homeland Security Technology at the City of Chicago, Office of Emergency Management and Communications, as well as Deputy Chief of Staff to Mayor Richard M. Daley and Incident Commander of the Chicago Transit Authority. Sarah also went on to direct the Smarter Cities consulting group at IBM, focusing on government and public safety industries.

Bob Tulini, CMO: A seasoned marketing pro with a deep entrepreneurial experience across multiple disciplines. He has been a key functional partner in numerous start-up enterprises. Most recently, Bob served as Vice President of Marketing at PeopleAdmin, a company offering a data-based, analytics-driven product suite for K-20 education talent management.

Hanna Zhong, Senior Product Owner and Configuration Specialist: Hanna is a user-focused product manager who has launched numerous products and initiatives. Most recently, she was the Product Manager at Oranj, where she oversaw the delivery of multiple high-impact initiatives, including data aggregation and integration, integration of acquisitions, platform re-architecture, and UI/UX redesign. Prior to that, she was the Product Co-Lead at Cazoodle, where she co-founded and launched GrantForward — a funding opportunity search engine for research institutes and universities.

Howard Lodding, Project/Implementation Manager: Served for four years as Deputy Chief of the Chicago Police Training Academy, where he was responsible for training and continuing education programs for 13,000 officers. Also assisted in the development of the Police Executive Research Forum (PERF) training guide for de-escalation related to impact and edged weapons.

Mike Fine, Project/Implementation Manager: 25+ years in law enforcement, including the Internal Affairs division of the Chicago Police Department, where he reviewed and managed complaint investigations in accordance with CALEA and IACP standards and guidelines. Also

served as an accredited instructor within the department's Training Academy, where he reviewed, enhanced and implemented best practice techniques against the department's mission, goals and objectives.