

# The Campaign Behind the Reform of Stop-and-Frisk in New York City

**NEW YORK**

I WANT TO #changethenYPD because...

#communitysaysnylpa  
Saxton, Queens

I WANT TO #changethenYPD because...

**VOICES**

**TO**

**#CHANGETHENYPD**

Change the NYPD  
Morningside Heights, Harlem

I WANT TO #changethenYPD because...

I WANT TO #changethenYPD because...

LEARN MORE: [ChangeTheNYPD.org](http://ChangeTheNYPD.org)

Photo credit: Communities United for Police Reform

# Table of Contents

<b>Introduction</b>	<b>3</b>
<b>Overview of Communities United for Police Reform</b>	<b>5</b>
Four elements of the campaign:	
1) Principles of Unity	
2) Diverse and Representative Membership	
3) Integrated Structure and Staff	
4) Coordinated and Centralized Strategies	
<b>1. Principles of Unity: Form Follows Values</b>	<b>7</b>
The values that guide and inform the campaign’s structure, operations, and activities	
<b>2. A Diverse and Representative Membership: Building Power</b>	<b>8</b>
The makeup and role of the campaign’s membership	
<b>3. Integrated Structure and Staff: A Supportive Infrastructure</b>	<b>9</b>
The workgroups and committees that enable the campaign to plan and implement comprehensive coordinated multi-tactic advocacy strategies and the critical multi-faceted roles of staff in advancing the work of the campaign	
<b>4. Coordinated and Centralized Strategies: Building Capacity and Amplifying the Message</b>	<b>12</b>
The leveraging and building of member capacities, as well as the role of “in-house” strategic communications and the communications lessons learned	
<b>Appendix</b>	<b>18</b>

# Introduction

The Summer of 2013 dealt two devastating blows to the unconstitutional practice of stop-and-frisk in New York City. In the landmark decision of *Floyd v. City of New York*, a Federal Judge ruled the New York Police Department's (NYPD) practice of stop-and-frisk unconstitutional. In addition, the New York City Council passed the Community Safety Act (CSA), a groundbreaking legislative package that created significant oversight reforms, in part to address the NYPD's stop-and-frisk abuses.

These legislative and legal victories were brought about by the coordinated advocacy of Communities United for Police Reform (CPR), a broad campaign of more than 60 diverse organizations and an additional 100 endorsers of Community Safety Act. CPR came together to address discriminatory policing practices such as stop-and-frisk in New York City. The details of the campaign to pass the CSA are documented in a companion report, "From the Streets to the Courts to City Hall: A Case Study of a Comprehensive Campaign to Reform Stop-and-Frisk in New York City." Figure 1 summarizes the key findings from the case study.

This report focuses on CPR itself - its membership, leadership, structure, and operations. As communities across the country come together to advocate for police reform and broader criminal justice reforms, CPR's work provides lessons about effective collaboration; coordinated advocacy; and capacity building of community groups, grassroots organizations, and legal and policy advocates to build a united and winning campaign.

CPR emerges from a rich anti-police violence advocacy and organizing field in New York City that has fought against police brutality and for police reforms for years. Recognizing circumstances and capacities vary across communities, the goal of this brief is to provide effective approaches, tips, and lessons learned for the field to adopt and apply to their own policy reform work.

## STOP, QUESTION, AND FRISK,

more commonly known as stop-and-frisk, is a policy in which police officers have the right to stop individuals they suspect in engaging in a crime, and sometimes question them, which frequently then leads to frisking them for weapons and other contraband. New York is not the only city in which the practice has been used. In other jurisdictions, it is known as a stop-and-search or a Terry stop, after the 1968 United States Supreme Court case of *Terry v. Ohio*<sup>\*</sup>, which upheld the constitutionality of the practice under the Fourth Amendment when there is reasonable suspicion of a crime being committed. Reasonable suspicion involves situations when an officer believes someone has just committed a crime, or is preparing to commit a crime. However, the practice becomes unconstitutional when that suspicion is based on racial and other discriminatory profiling.

<sup>\*</sup>See *Terry v. Ohio*, 392 U.S. 1, (1968)

**FIGURE 1:** Findings from the case study about the campaign for the passage of the CSA

# 1 **CPR took a movement building approach to its operations and strategy by:**

- Leading with impacted communities
- Supporting capacity and promoting leadership of grassroots members
- Promoting cross-issue collaboration and alliance building
- Forming a connective infrastructure
- Building power

# 2 **CPR proactively forced open a “window of opportunity” for the passage of the CSA by:**

- Framing the problem and changing the narrative
- Developing a policy solution
- Understanding and leveraging the politics

# 3 **CPR had the capacity or ‘readiness’ to achieve its goal with an understanding of the challenges, obstacles, and opponents, and what will be needed to overcome them by:**

- Setting aside adequate time for planning
- Developing a comprehensive strategy
- Creating a multi-sector commitment to specific objectives
- Having centralized campaign staff
- Having adequate and flexible financial resources

# 4 **CPR leveraged the litigation to mobilize its members, elevate the profile of stop-and-frisk abuses, and advocate for the CSA by:**

- Integrating litigation, organizing, and advocacy into the multi-pronged strategy
- Creating the context for the litigation
- Using the litigation to mobilize members
- Participating throughout the legal process

# Overview of Communities United for Police Reform

“Communities United for Police Reform (CPR) 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. The partners in this campaign come from all 5 boroughs, from all walks of life and represent many of those most unfairly targeted by the NYPD. This groundbreaking campaign is fighting for reforms that will promote community safety while ensuring that the NYPD protects and serves all New Yorkers. We are a movement that is here to stay – a campaign that will be a visible, lasting presence on the streets of neighborhoods citywide. We will be in communities and on the streets, educating people about their rights; and in the courts and on the steps of City Hall and the state capitol, demanding change to the NYPD – until these policies end.”

– **Communities United for Police Reform**  
[Changethenypd.org](http://Changethenypd.org)

CPR comprises more than 60 diverse members from across New York City forming a multi-sector, multi-ethnic, multi-population, and multi-strategy campaign led by impacted communities. Its structure is designed to facilitate collaboration among and across members, distribute power across the varying organizations to promote the equitable engagement of grassroots and community-based organizations, and the coordination of multiple tactics to form a coherent effective strategy. (See Figure 2 on page 6 for an overview of CPR)

## **These four critical elements are essential to understanding how CPR functions:**

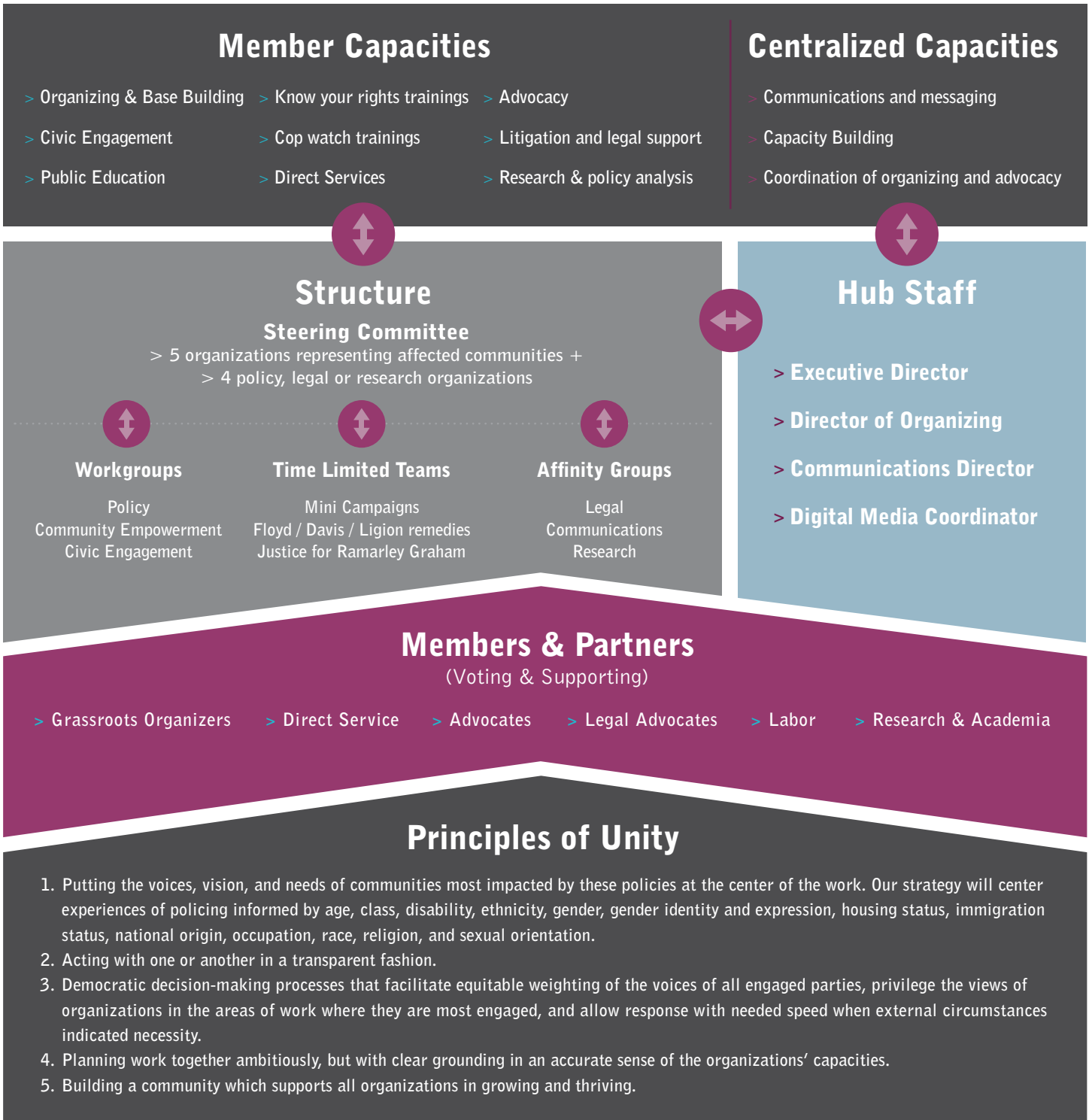
1. Principles of unity and concrete, agreed-upon objectives,
2. Diverse and representative membership, emphasizing communities most impacted by abusive policing,
3. Integrated structure and staff, and
4. Coordinated strategies.

This brief is organized around these four elements, each of which is detailed in a separate section.

**FIGURE 2:** Communities United For Police Reform Overview

## CPR Vision and Purpose

Ending bias-based policing in New York City, and instituting policies and practices that promote community safety in a dignified, fair, and effective manner that respect and uphold the constitutional rights of all New York City residents.



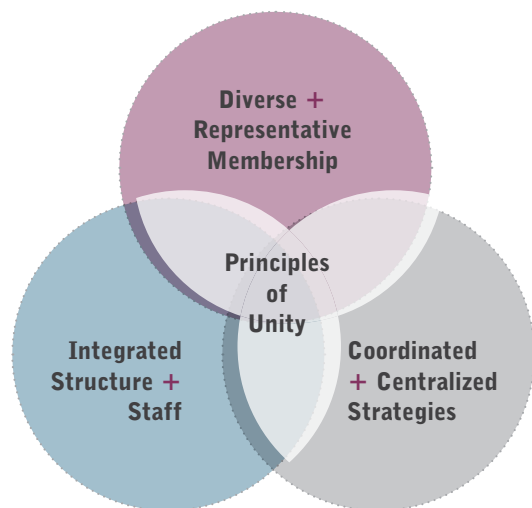
# 1. Principles of Unity: Form Follows Values

Of the four elements that comprise the campaign, the Principles of Unity are central and inform all aspects of CPR (Figure 3). Developed collectively by members at the formation of the campaign, they reflect core and unifying values and ensure affected communities are integral to CPR and its work. The principles are derived from member's historical experience in the anti-police violence field and set the vision for how the organizations aspired to work together.

Philosophically, the Principles reflect CPR's movement building approach and understanding that the issue of discriminatory policing is at the intersection of many issues, constituencies, and movements. This diversity is also reflected in CPR's membership, which represents the civil rights, immigrant rights, and LGBTQ rights movements.

Practically, the Principles provide a framework to balance and share power among the wide range of members and also drive CPR's structure, operations, and strategies.

**FIGURE 3:** Four Elements of CPR



**“What makes CPR successful, more than its strategies, are the principles that inform the strategy. Those principles really reflected the centrality of impacted communities in playing a leadership role. Those principles helped to set the stage for there to be some level of accountability to grassroots communities.”**

– **Lumumba Akinwole-Bandele**

NAACP Legal Defense and Educational Fund (LDF)

## Principles of Unity

1. Putting the voices, vision, and needs of communities most impacted by these policies at the center of the work.  
Our strategy will center experiences of policing informed by age, class, disability, ethnicity, gender, gender identity and expression, housing status, immigration status, national origin, occupation, race, religion, and sexual orientation;
2. Acting with one or another in a transparent fashion;
3. Democratic decision-making processes that facilitate equitable weighting of the voices of all engaged parties, privilege the views of organizations in the areas of work where they are most engaged, and allow response with needed speed when external circumstances indicated necessity;
4. Planning work together ambitiously, but with clear grounding in an accurate sense of the organizations' capacities; and
5. Building a community which supports all organizations in growing and thriving.

## 2. A Diverse and Representative Membership: Building Power

CPR's formal membership is made up of more than 60 diverse organizations spanning NYC's boroughs, communities, populations, sectors, issues, as well as advocacy and organizing skills.

Additionally, CPR's "formal partners" (e.g. endorsers of particular areas of work) number another 150 organizations. The shared goal of ending discriminatory policing unites members and partners. The diversity of CPR's membership reflects two important goals:

### 1. Centralizing the Leadership Role of Affected Communities

CPR emphasizes the participation and leadership of grassroots and community-based organizations to ensure individuals and communities who directly experience discriminatory policing practices are active participants in every aspect of CPR. This includes crafting and advocating for solutions to the problems that directly impact them.

### 2. Building Power Through a Broad Base

CPR comprises a wide range of groups that represent the reach and impact of discriminatory policing on a diverse range of communities. The stop-and-frisk debate is typically narrowly defined as an issue affecting young Black men. CPR expands that to include other impacted communities: homeless people; immigrants; those who identify as LGBTQ; members of the Black, Latino, Asian, and Muslim communities; and people of all genders. CPR harnesses this shared experience to create a broad and powerful base to advocate for reforms and sustain hard-fought victories.



**"CPR created a hub. There was a sense of unity and support across all the groups because we were part of something together."** – Rashad Robinson | Color of Change

### COMMUNITIES REPRESENTED INCLUDE:

- Arab American
- Asian Pacific Islander
- Black
- Indigenous
- Latina/o
- LGBTQ
- Immigrant and refugee
- Muslim
- People with disabilities
- People who are homeless
- Youth

### ORGANIZATIONS REPRESENTED INCLUDE:

- Community Organizing
- Faith
- Labor
- Legal
- Media Justice
- Policy
- Research



# 3. Integrated Structure and Staff: A Supportive Infrastructure

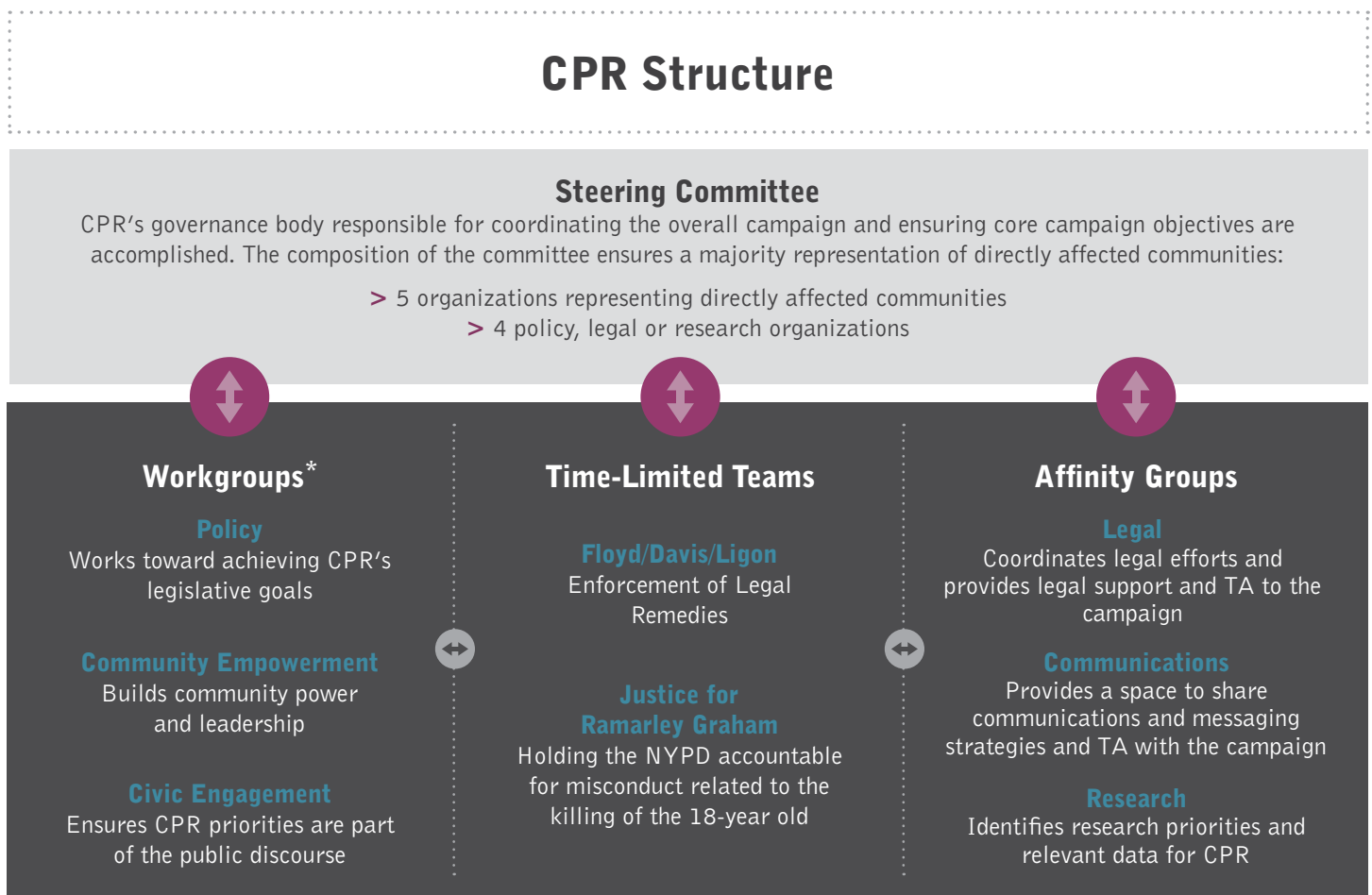
## Structure

CPR’s structure comprises a steering committee, three workgroups along with three affinity groups, and time-limited teams working on specific mini-campaigns (Figure 4). Grassroots and community-based organizations representing affected communities co-chair each of the strategy specific workgroups. The Steering Committee forms the governance body and is responsible for coordination of the overall campaign. A “formula” guides the makeup of the Steering Committee: five grassroots and community-based organizations (the majority of the Steering Committee) and four policy advocacy, legal, or research organizations.

**CPR’s formal structure embodies the Principles of Unity and specifically provides the following functions:**

- Ensures impacted communities are part of the discussion at every level and have an equal voice
- Leverages and connects the array of expertise and knowledge in the campaign as well as outside the campaign<sup>1</sup>
- Facilitates the development of multi-pronged strategies that are then coordinated into an overall campaign

**FIGURE 4:** CPR Structure



\*Each workgroup and the steering committee is co-chaired by an organization representing directly affected communities.

1. CPR has “supporting members,” non-voting members that participate through the workgroups, support the goals of CPR’s campaigns, endorse policy objectives, and participate in various aspects and activities of CPR’s campaigns. This allows CPR to form strategic alliances and expand its partners for greater advocacy reach and impact.

## Staff

Several centralized staff members help coordinate efforts across CPR; they manage the day-to-day operations, facilitate the flow and translation of information, provide on-going support and technical assistance (TA) to CPR members, and lead the communications strategy. These staff members play an important connective role - linking CPR's various working groups and steering committee as well as connecting members to resources and information.

CPR staff also collectively work to create an environment where members feel they are part of something larger, they are valued and appreciated, and they play an important role – described in the Principles of Unity as “building a community that supports all organizations.” This environment also creates conditions that promote trust, relationships, and collaboration both within and outside of CPR.



FIGURE 5: Centralized staff form the campaign 'hub'

### Here are strategies CPR staff employ to create a supportive context:

- **Cultivating Leadership** – Along with Steering Committee co-leads, staff coordinate member organizations and facilitate their participation in the campaign's priority work. Staff support the work of members, the workgroups, and steering committee. Moreover, they actively work to build the leadership of members, particularly of those from impacted communities, to ensure authority and influence is shared across CPR.
- **Sharing Power** – Staff actively work to ensure the voices of impacted communities are integrated throughout the work CPR and their voices have equal importance and validity as the larger policy and legal advocacy organizations. Often acting as brokers shuttling between members and workgroups, staff work directly to support and promote the leadership of community-based organizing groups to address questions, provide technical assistance and garner their input and feedback, while also working with policy, legal, and other organizations to best ensure coordinated, collaborative action.
- **Disseminating Information** – Staff and the Steering Committee are at the center of CPR and act as a hub for information. With so many members, workgroups, tactics, and strategies, providing real-time information on all the campaign's activities is critical to the work of CPR. Staff does this by providing updates at workgroup and steering committee meetings, group calls, and summary emails synthesizing recent developments and emerging strategies. They aim to release timely and relevant information to inform strategy.

- **Translating Information** – Staff draw on the collective intelligence and experience of CPR members and “translate” information across the types of organizations. They translate one group’s knowledge into another’s insight and aim to translate the unique characteristics and capacities of each sector to build shared power.<sup>2</sup>
- **Fostering Consensus** – Staff listen to members, gather input, summarize CPR’s discussions, and provide decision points to members to help them reach consensus and not get mired down in process.
- **Weaving Relationships and Mitigating Conflict** – Staff leverage their centralized vantage point across and beyond CPR to build relationships and promote collaboration across members. Their knowledge of and relationships with members also enables them to identify points of tension and disagreement to quickly address them through a transparent and honest process. CPR members aim to communicate directly with each other, to raise questions, and when necessary hold each other accountable. Staff help to mediate that process.

**“CPR staff are talented and politically sophisticated. They are an important piece of the puzzle. But this is not about someone’s disposition; structurally this is someone’s job. The infrastructure stuff can take you into process hell or can get you through the tricky times..”**

– **Andrew Friedman** | Center for Popular Democracy

**“CPR staff were strategic. information-based and timely. There was such a due diligence on their part and dignified leadership as a working team. No fluff.”**

– **Cara Page**  
Audre Lorde Project

**“The invisible things that make the CPR model work are the leadership. Staff are excellent and clear in their communication. They are the most modest, humble people I have ever worked with and they are thrilled to give credit to the coalition members in a meaningful way, which allows the folks who are making these investments in time and staff and in other resources feel really good, recognized for what they are doing, and really appreciated.”**

– **Sharon Stapel** | NYC Gay and Lesbian Anti-Violence Project

2. Simmons, Michael. Why Being the Most Connected is a Vanity Metric. July 9, 2014. Huffington Post. [http://www.huffingtonpost.com/michael-d-simmons/why-being-the-most-conne...\\_b\\_5564932.html](http://www.huffingtonpost.com/michael-d-simmons/why-being-the-most-conne..._b_5564932.html)

## 4. Coordinated and Centralized Strategies: Building Capacity and Amplifying the Message

An asset of a broad multi-sector campaign is the range of tactics, strategies and capacities available to utilize for its advocacy. CPR is particularly rich in these resources. However, coordinating those tactics into an effective strategy can be a challenge.

Using its structure and staff, CPR harnesses the range of capacities and expertise of its diverse membership to create coordinated multi-tactic strategies. Grounded in the needs of affected communities, and reinforced by organized community power, CPR coordinates communications, research, litigation, policy, and organizing efforts.

In addition to the member capacities, CPR also has two important centralized strategies: strategic communications and capacity building.

### Strategic Communications

CPR centralized and housed communications within the campaign to ensure it was integrated across its work. Originally, CPR worked with external communications firms and also leveraged the communications capacity of larger member organizations. Ultimately, CPR hired an in-house Communications Director and a Digital Media Manager. This allowed CPR to integrate communications throughout all its organizing and advocacy strategies, speak with a unified and diverse voice, ensure continuity and amplification of message, rapidly respond to a changing political and media environment, train individuals affected by discriminatory policing as spokespeople, and establish a presence and brand as a city-wide campaign focused on police accountability.

Though not all organizations, coalitions, and campaigns have the capacity or resources to have an internal strategic communications function, below are a few lessons learned from CPR. (For a more detailed discussion of the campaign's communications strategy to pass the Community Safety Act see the companion report, "From the Streets to the Courts to City Hall: A Case Study of a Comprehensive Campaign to Reform Stop-and-Frisk in New York City.")

### MEMBER CAPACITIES

- Organizing and Base Building
- Civic Engagement
- Public Education
- Know Your Rights training
- Cop Watch
- Direct Services
- Advocacy
- Litigation and Legal Support
- Research and Policy Analysis

**“There is something unique about CPR in the way it is able to coordinate multiple organizations that utilized different strategies – legal, organizing, and policy. CPR understood that we need all these strategies to work together but that impacted communities need to be at the center of it. CPR provides a space where we can all come together at the same table. It’s not always an easy process but it is an unprecedented approach.”**

– Fahd Ahmed | Desis Rising Up and Moving (DRUM)

## Build Relationships with Media

- Map out the media landscape and identify media targets that will advance your campaign.
- Stay engaged with and in front of reporters to educate them on your issues. This impacts how reporters view and understand your issue as well as how they view and understand your opposition.
- Designate individuals within the coalition to develop relationships with reporters and be on point to the media.
- Utilize individuals who are directly impacted as media spokespersons to provide media a first-hand and personal account of the impact of discriminatory policing.
- Target multi-media and ethnic media outlets to reach a variety of audiences including influencers. Widening the scope of targeted media expands media opportunities and helps build a broader narrative. No media outlet is too small, and collectively they build a drum beat that will break through to larger and mainstream media.
- Be persistent and don't be discouraged even if the media does not immediately respond to your outreach. Important dividends eventually come, but it takes time.

## Rapid Response

- Aggressively and doggedly monitor media and the media cycle. Use Google alerts and Twitter to track your issue, seek opportunities to advance your issue, and follow the work of key reporters and influencers.
- Scan the horizon for opportunities to advance your issue and message. Be aware of what is going on in the broader landscape and analyze how it impacts your issues and goals.
- Be prepared and have a process to rapidly respond that includes a timeframe for a response, stock language that can be quickly modified as appropriate, a strategy to get the response out, and a strategy to engage coalition members in the response.

**“When you are plotting out your strategies, look at them through the lens of communications. CPR has a strong focus on the organizing, which is appropriate, but it is coordinated with communications in mind. That is critically important. It is a comprehensive type of planning that does not ignore media and communications.”** – [Mandela Jones](#) | CPR

## Framing and Messaging

- Craft messages that are in service to the goals and strategies of the campaign and that name and frame the issue and the solutions in a way that resonates with a broader audience.
- Identify target audiences for messages and adapt the messages to the target. Target audiences may include impacted communities, partners, potential supporters, voters, and decision makers.
- Gather facts (statistics, reports, research) that support the messages and disseminate them through researchers and independent experts.
- Humanize the impact and harm of discriminatory policing practices by using messengers who are impacted.
- Disseminate and circulate your message to coalition members, partners, and through the media to expand the conversation and advance messages.

## Civil Rights vs. Public Safety Framing

CPR viewed civil rights vs. public safety as a false dichotomy used by proponents of stop-and-frisk. CPR addressed it through their messaging and highlighted the following:

- > The practice of stop-and-frisk violated the civil rights of community members
- > Impacted communities also shared the goal of public safety
- > The practice of stop-and-frisk was making communities feel less safe, and the facts supported the ineffectiveness of stop-and-frisk in reducing crime

## Strategic Use of Social Media

- Use social media as a single tactic within an overarching communications and campaign strategy.
- Ensure organizing and advocacy strategies drive how social media is deployed.
- Identify the target audience and the social media platforms they most frequently use.
- Leverage the strength of multiple platforms – Twitter, Facebook, Instagram, YouTube, etc – to engage target audience and amplify messages.
- Engage and educate people online through the use of hashtags or Twitter rallies.
- Empower community members to use social media to take action in productive ways such as reporting discriminatory policing incidents and communicating to elected officials and potential allies.
- Designate individuals from member or partner organizations to be social media point persons. Provide them with talking points and core messages that can then be tailored to their organization and disseminated via social media.
- Build a deep bench of coalition members and partners regularly posting on social media. Social media rewards consistency in activity.
- Frame issues and advance messaging through social media. Twitter hashtags can be used to define an issue by naming it and then to spread the issue to new audiences.
- Develop online and offline strategies to build relationships. Social media can catalyze connections among people but offline strategies are needed to deepen those relationships. Strong and positive social media is a byproduct of how people are connecting and engaging in other ways as well.

### #ChangeTheNYPD

- > A demand
- > A call to action
- > A means to engage and connect people online and offline

### CPR website:

- > [www.changethenypd.com](http://www.changethenypd.com)

**“Social media is not an afterthought. We used #brokenwindows to educate and engage people on what broken windows is. With a limited number of characters you have to make it simple. I don’t want to read a white paper on broken windows if I am a mom and I am wondering what is happening with my kids and my community. The tweets help me understand that, for example, broken windows is when my neighbor is sitting on a stoop with a can of beer.”**

– **Monifa Bandele** | Malcolm X Grassroots Movement

## Integrating Legal Advocacy

“Litigation is a complement to, not a substitute for, grassroots organizing, legislative, and other advocacy strategies around racial profiling. Further, litigation should serve as a tool in supporting social movements and as a strategic undertaking to collaborate around ongoing issues, campaigns and initiatives. The outcome of any settlement with local police departments or the DOJ will not be effective without direct input and leadership from community organizations and individuals representing those most impacted by racial profiling policies.” \*

The groundbreaking *Floyd v. City of New York* lawsuit that ruled stop-and-frisk unconstitutional originated from grassroots organizing groups working to address the rising incidents of police brutality in the '90s. They developed multi-strategy campaigns that incorporated organizing with litigation and policy advocacy to ensure they were coordinated and responsive to the needs of communities. CPR builds on that experience and continues this work. The nature of litigation and the complexities of the legal process create a unique set of challenges for integrating legal advocacy into policy campaigns. However, legal advocacy is a valuable tool for reform and accountability. CPR integrated legal advocacy using the following strategies:

### Integrating Litigators and Litigation

- Legal Advocacy Affinity Group – Litigators have space to share information and collaborate on legal strategies to support communities.
- Participation on Workgroups – Litigators are integrated into CPR’s workgroups, providing opportunity for community groups to provide feedback on legal strategies, and helping level the playing field between legal advocacy and community organizations.

### Translating Litigation

- Demystification of Litigation – CPR members are informed of and made familiar with legal actions to enable them to organize around the litigation.
- Community Intermediaries – In addition to the participation of attorneys, organizers from legal advocacy groups also participate in the campaign. They play a critical intermediary role in translating complex litigation to the work of CPR.

### Facilitating Collaboration

- Access to Communities – Participation in CPR puts litigators in direct contact with communities, allowing them to learn in real time about pressing and emerging community issues that can be addressed through legal remedies.
- Access to Litigators – Community groups are more able to organize around litigation and work to support the implementation of legal decisions because they are involved throughout the process. They are also more readily able to access legal resources in support of community activities such as Cop Watch and other organizing activities.

### Building on and Leveraging Litigation

- Linking and Leveraging – Legal strategies are intentionally and strategically linked to organizing and advocacy strategies where possible as part of a broader campaign.
- Elevating the Profile – The litigation is amplified and connected to the broader narrative by linking it to the communications strategy.

\*Advocating for Justice: Case Studies in Combating Discriminatory Policing. Nahal Zamani, Ian Head, Amanda Alexander, and Darius Charney, The Center for Constitutional Rights, July 2011

## Capacity Building

The majority of CPR's formal members are grassroots organizations that use community organizing as a core strategy. While some of these grassroots organizations have significant policy experience, many gained experience and advocacy capacity through the campaign itself.

For CPR, a commitment to impacted communities means a commitment to building the capacity and promoting the leadership of grassroots organizations. Fundamental to CPR's integrated and coordinated multi-strategy approach is neutralizing the power differential between traditional policy and legal advocacy organizations and the grassroots community organizing groups. An intentional capacity-building strategy embedded within CPR ensured grassroots members could equally engage in the development of the campaign.

CPR understands that for grassroots organizations it is not a matter of ability to advocate but rather a lack of resources – both staffing and financial – to engage in policy advocacy. Capacity building is a long-term investment in these groups to ensure their ongoing engagement. CPR focused on building both organizational and advocacy capacity and used the following capacity-building strategies.

- **Funding** – Grassroots organizations received project funding to participate in CPR as well as organizational funding for capacity building. Funding is used to designate staff, hire organizers, and engage constituents. Funding is also used to help support and stabilize organizations, for example, fundraising support and strategic planning.
- **Training and Technical Assistance** – CPR holds annual leadership development institutes and media spokesperson institutes. In addition, it provides on-going training and support on communications including drafting or editing press releases, talking points, speaking with reporters, and drafting and editing op-eds. The campaign provides members and their constituencies training and TA on policy advocacy and lobbying to prepare them for policy meetings and speaking before the City Council. Trainings also target directly affected individuals to ensure they are visible, telling their own story, and part of developing policy solutions – since part of the goal is for those individuals to lead and be recognized broadly as leaders.

**“It has been important to unpack the stereotypical understanding of what it takes to do this work. It’s about supporting participation and leadership of grassroots organizations because what they don’t always have is organizational capacity.”**

– Joo-Hyun Kang | CPR



- **Experiential Learning** – Capacity building occurs simultaneously with the campaign work. As a result, participation in campaign activities builds capacity. To support this real-time learning, staff provide on-going one-on-one TA to answer members’ questions and clarify strategies.
- **Access to Resources** – By virtue of participating in CPR, members build relationships and gain access to an array of expertise and knowledge that also supports and strengthens the work of their individual organizations. For example, legal advocacy organizations have direct access to community groups, thereby assisting them in identifying plaintiffs and collaborating with the community. Similarly, organizations that conduct Cop Watch gain access to a network of attorneys to support their work and provide legal backup.

**“I am co-chair of the Policy workgroup, and I have never headed up an effort to pass legislation. In a powerful group of people, you learn from each other. We have monthly workgroup meetings and daily check-in calls during the heat of the campaign. There is a really tremendous investment by member groups to achieve the goals we set out.”**

– **Lynn Lewis** | Picture the Homeless

**“Our capacity has totally grown through our involvement in CPR. It has broadened our ability to do policing work and expand knowledge across the city about Copwatch. Also different CPR members like Picture the Homeless have now taken up Copwatch in their area.”**

– **Aidge Patterson** | Peoples’ Justice

**“CAAHV did not historically do much policy work. CPR trained us. It was first time in CAAHV’s history that we did that many council visits and trained our youth in advocacy and lobbying. We did not know who to target and how to target them and how to even state legislation. It was through CPR that we learned these things.”** – **Cathy Dang** | CAAHV

# Appendix

## Voting Members

Arab American Association of New York  
The Audre Lorde Project  
Brooklyn Movement Center\*  
The Bronx Defenders  
The Center for Popular Democracy  
Center for Constitutional Rights\*  
Color of Change  
CAAAY Organizing Asian Communities  
Desis Rising Up & Moving  
Drug Policy Alliance  
FIERCE  
Girls for Gender Equity  
Jews for Racial & Economic Justice  
Justice Committee\*  
Latino Justice PRLDEF  
The Legal Aid Society  
Make the Road New York\*  
Malcolm X Grassroots Movement\*  
Marijuana Arrests Research Project  
NAACP-Legal Defense and Education Fund  
New York City Anti-Violence Project\*  
New York Civil Liberties Union\*  
NY Communities for Change  
Peoples' Justice for Community Control and Police Accountability  
Picture the Homeless\*  
The Public Science Project\*  
Rockaway Youth Task Force  
Streetwise and Safe  
VOCAL-NY  
Youth Ministries for Peace and Justice  
Youth Represent

(Voting Members as of November 2016)

\*Denotes organizations serving on CPR's Steering Committee at the time of publication

# Appendix

## Supporting Members

5 Borough Defenders  
Asian American Legal Defense & Education Fund  
Association of Legal Aid Attorneys/UAW Local 2325  
Astraea Lesbian Foundation for Justice  
Black Women's Blueprint  
The Brotherhood/Sister Sol  
Campaign to Stop the False Arrests  
Child Welfare Organizing Project  
Citizen Action of NY  
Community Voices Heard  
Council on American-Islamic Relations - New York  
Creating Law Enforcement Accountability & Responsibility  
Criminal Justice Clinic at Pace Law School  
Defending Rights & Dissent  
El Puente  
Families for Freedom  
Gay Men of African Descent  
Game Changers Project  
Immigrant Defense Project  
Interfaith Center of New York  
Jews Against Islamophobia  
Katal Center for Health, Equity, and Justice  
Manhattan Young Democrats  
New York Harm Reduction Educators (NYHRE)  
Northern Manhattan Coalition for Immigrant Rights  
Persist Health Project  
PROS Network  
Restaurant Opportunities Center of New York  
Sistas & Brothas United/ Northwest Bronx Community & Clergy Coalition  
Sylvia Rivera Law Project  
Tribeca for Change  
Trinity Lutheran Church  
T'ruah: the Rabbinic Call for Human Rights  
Turning Point for Women and Families