



ORGANIZATIONAL TRANSFORMATION IN POLICING

In an article in the Las Vegas Review-Journal, Samuel Walker, police accountability expert and University of Nebraska professor emeritus, stated that our work in Las Vegas is a "good measuring rod for... use-of-force policies," adding that "people ought to look at this report and learn from it."

For nearly 30 years, the CNA Institute for Public Research has applied research, analysis, and technical assistance to solve complex problems in the public sector. We work with more than 450 agencies and organizations to analytically assess challenges and develop responses that promote public safety and officer safety, reduce violence, prevent crime, address victim needs and services, and improve police operations.

LEADERS IN ORGANIZATIONAL TRANSFORMATION

Through methodologically sound scientific research grounded in field operations analysis and assistance—and through our close connections with justice agency management and operations—we help local, county, and state police organizations achieve practical results that save lives, promote justice, and improve efficiency, trust, and accountability in justice system operations. CNA has also worked with law enforcement agencies in diverse locations on comprehensive analyses of use-of-force incidents, traffic stops, citizen contacts, police shootings

of civilians, and many other aspects of police operations and administration, as well as on community policing and community engagement. Through such analyses, we identify opportunities for law enforcement agencies to implement improvements in training, investigations, community engagement, internal and external accountability mechanisms, and procedural justice.

CNA'S APPROACH TO ORGANIZATIONAL TRANSFORMATION

CNA's approach to organizational transformation relies on assessments and evaluations that have been tested and proven in our work over the past 80 years of CNA's history. It is data driven and collaborative, combining subject matter experts in the specific organizational and substantive areas at issue with experienced analysts who work directly with practitioners to identify, analyze, and solve problems.

PARTNER LAW ENFORCEMENT AGENCIES

Albany, New York	East Lansing, Michigan	Los Angeles, California	Niskayuna, New York	Richmond, Virginia
Antioch, California	Fayetteville, North Carolina	Maricopa County, Arizona	North Charleston, South Carolina	San Jose, California
Burlington, Vermont	Lancaster, Pennsylvania	Methuen, Massachusetts	Orlando, Florida	Spokane, Washington
Charleston, South Carolina	Las Vegas, Nevada	Minneapolis, Minnesota	Philadelphia, Pennsylvania	Tulsa, Oklahoma
District of Columbia	Little Rock, Arkansas		Prince George's County, Maryland	Virginia State Worcester, Massachusetts

HOW CAN CNA HELP YOU TRANSFORM YOUR ORGANIZATION?

CNA works with police and community leaders to improve their police agencies through a series of strategic steps:

ASSESS THE ORGANIZATION

- Reviewing policies (use-of-force, early intervention systems, internal investigations, community engagement, etc.)
- Conducting a technology assessment
- Reviewing training plans and strategies
- Conducting assessments of community policing strategies

COLLECT ORGANIZATIONAL DATA

- Surveying officers and community members on procedural justice
- Interviewing department personnel
- Interviewing community members
- Interviewing city officials
- Observing training sessions, roll calls, and other operational activities
- Conducting ride-alongs
- Hosting community listening sessions
- Collecting administrative or operations data on offenses, incidents, calls for service, etc.

ANALYZE THE DATA

- Analyzing traffic stops and field contacts
- Analyzing use-of-force reports
- Analyzing recruitment, hiring, and retention strategies
- Analyzing deadly force investigations



IMPLEMENT CHANGE

- Developing communication strategies, including use of social media
- Developing community surveys
- Developing community engagement strategies
- Mentoring newly appointed police chiefs
- Revising policies and procedures
- Revising training curricula
- Providing subject expertise
- Providing peer-to-peer exchanges
- Providing training

In our interviews with officers from the Spokane Police Department, CNA discovered that many newly assigned sergeants and lieutenants were unsure of their new responsibilities as supervisors. This gap created inconsistencies in personnel management and, ultimately, tension among line officers. CNA recommended that the Spokane Police Department institute training programs specifically geared toward newly assigned supervisors and mentorship programs for officers seeking promotion. These recommendations were implemented.



CNA'S EVIDENCE-BASED APPROACH LED TO SUSTAINED ORGANIZATIONAL CHANGE IN LVMPD

CNA's assessment of LVMPD and subsequent monitoring was notable for its rigorous, interdisciplinary approach and measurable success. LVMPD achieved a 90 percent rate of implementation of recommendations and made significant progress on most of the remaining reforms during our engagement, resulting in a 40 percent reduction in police shootings. Furthermore, the department established mechanisms to sustain the reforms achieved and to this day continues to reform from within. Our successful pilot program with LVMPD set a new standard for reviews of law enforcement policies and practices, and agencies across the nation use the resulting report as a blueprint to assess and reform their use of force policies and practices.

CNA'S APPROACH

CNA offers a proven approach to conducting comprehensive agency reviews that combines objective data-driven analysis with subject matter expertise to deliver actionable, transparent, unbiased, and credible recommendations.

NETWORK OF PRACTICE

We recruit and cultivate top-notch, experienced researchers and practitioners from across the country, as well as experts in communications, criminal justice, racial bias analysis, and law enforcement operations. Our strong network of practice-oriented and academic researchers produces consistently objective and tailored reviews and assessments. We also work with law enforcement agency leaders and line officers to review and validate the analysis we conduct. In addition, we disseminate promising practices across our network through regular publications, topical papers, podcasts, webinars, social media postings, updated website content, and conference presentations.

OUR IMPACT

Our approach produces positive results. CNA's final report on collaborative reform with the Las Vegas Metropolitan Police Department (LVMPD) received national recognition; other law enforcement agencies across the country used it as a blueprint for reforming their own practices. For example, the Baltimore Police Department established a force investigation team, a model unit adopted by LVMPD and recommended by CNA through the Department of Justice Office of Community Oriented Policing Services (COPS)

Collaborative Reform Initiative. In advance of their collaborative reform engagements with CNA and the COPS Office, the Philadelphia Police Department began implementing various recommendations directly from CNA's report on the improvements in Las Vegas, including posting investigation summaries online — an emerging, CNA-developed best practice in transparency. The results achieved in Las Vegas have been hailed as a success by several independent sources.

CNA brings a breadth of knowledge and experience in working with local public safety agencies to transform actionable recommendations into sustainable change. We work closely and collaboratively with personnel from all key stakeholder groups to identify the steps necessary to align policy and practice.

ABOUT CNA

CNA is a nonprofit research and analysis organization dedicated to the safety and security of the nation. It operates the Institute for Public Research — which serves civilian government agencies — and the Center for Naval Analyses, the Department of the Navy's federally funded research and development center (FFRDC). CNA develops actionable solutions to complex problems of national importance. With nearly 700 scientists, analysts and professional staff, CNA takes a real-world approach to gathering data, working side-by-side with operators and decision-makers around the world. CNA's research portfolio includes global security and strategic competition, homeland security, emergency management, criminal justice, public health, data management, systems analysis, naval operations and fleet and operational readiness.

If you are looking to transform your agency, improve operational strategies, or build stronger relationships with your community, or would like more information about how CNA can help you and your agency, please contact:

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As part of our engagement with the Fayetteville, NC, Police Department, we held periodic community listening sessions throughout our assessment. We used these sessions to identify community members to interview and issue areas for us to examine further. These community meetings not only provided us with an opportunity to hear directly from a larger subset of the community, but also provided us with an opportunity to empower the community with our findings and recommendations and influence continued and sustained change.

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