



Organizational Innovation in Policing

For nearly 30 years, CNA has applied research, analysis, and technical assistance to solve complex problems in the public sector. CNA's Center for Justice Research and Innovation (JRI) has worked with more than 650 agencies and organizations to assess challenges analytically and develop responses that reduce violent crime, improve the use of emerging technologies, and promote the safety and wellness of justice system stakeholders.

Leaders in Organizational Innovation and Transformation

Through methodologically sound scientific research grounded in field operations analysis and assistance—and through our close connections with members of justice agency management and operations—we help local, county, and state police organizations achieve practical results and promote sustainable improvements tailored to the needs of each community.

JRI has worked with law enforcement agencies 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, analytics, and technology.

Our Approach to Organizational Transformation

JRI's approach to organizational innovation and transformation is grounded in tested and proven assessments and evaluations. Our comprehensive agency reviews use objective, data-driven analysis and subject matter expertise to deliver actionable, transparent, unbiased, and credible recommendations tailored to the specific agency.

We work directly with law enforcement agency leaders and line officers to review and validate our analyses. Our team includes experienced researchers and practitioners, as well as experts in communications, criminal justice, racial bias analysis, and law enforcement operations.



Agencies We Have Supported

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

How Can CNA Help You Transform Your Organization?

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

Assess the organization

- Reviewing policies (e.g., use of force, early intervention systems, internal investigations, community engagement)
- Conducting in-depth assessments (e.g., technology, community engagement, investigations)
- Reviewing training plans and strategies

Collect organizational data

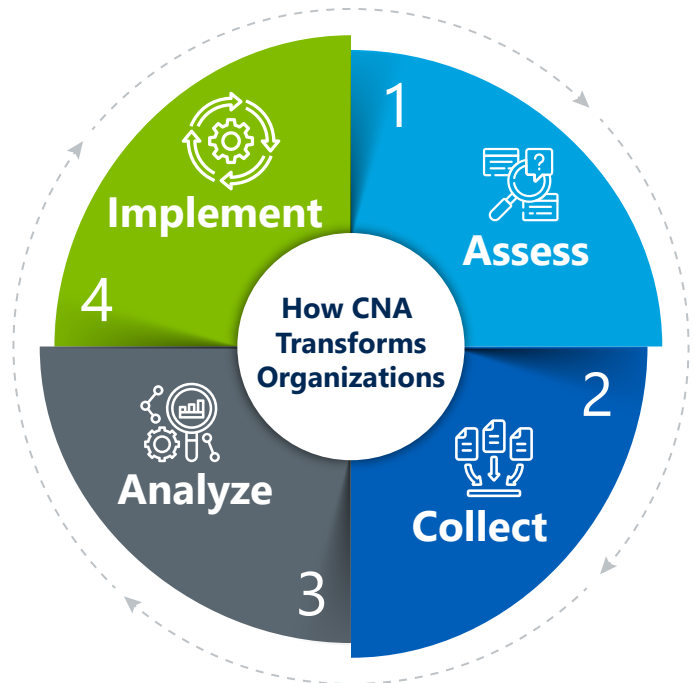
- Surveying officers and community members
- Interviewing department personnel, community members, and city officials
- Observing training sessions, roll calls, and other operational activities
- Conducting ride-alongs
- Hosting community listening sessions
- Collecting administrative or operations data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

Analyze the data

- Traffic stops and field contacts
- Use-of-force reports
- Recruitment, hiring, and retention strategies
- Deadly force investigations

Implement Change

- Developing communication strategies, including use of social media
- Developing community surveys
- Integrating analytics and technology solutions
- Mentoring newly appointed police chiefs
- Developing strategic plans
- Enhancing collaboration and consensus building
- Revising training curricula
- Providing training
- Offering subject expertise
- Facilitating peer-to-peer exchanges



Other CNA Justice Skills and Services

- Targeted technical assistance
- Curriculum development
- Distance learning
- Meeting planning and facilitation
- Critical incident review
- Cost-benefit analyses
- Interactive multimedia resource development and dissemination
- Embedded analysts
- Quantitative and qualitative research
- Program evaluation

CNA Offers Effective Transformation

Our approach produces positive results. We work with personnel from all key stakeholder groups to identify the steps necessary to align policy and practice and promote sustainable change.

[CNA's assessment and subsequent monitoring of the Las Vegas, Nevada, Metropolitan Police Department \(LVMPD\)](#) was notable for its rigorous, interdisciplinary approach and measurable success. Our review covered four areas: (1) policy and procedures, (2) training and tactics, (3) investigation and documentation, and (4) external review. LVMPD completed 72 recommendations (a 90 percent rate of recommendation implementation), including revising its use of force policy, enhancing departmental oversight and requirements of training development and delivery through audits, reconstituting a standalone Force Investigations Team (FIT), and updating communications policies to improve transparency and information sharing with respect to officer-involved shootings.

Our successful pilot program with LVMPD set a new standard for reviews of law enforcement policies and practices, and agencies across the nation have used and continue to use the resulting report as a blueprint to assess and reform their policies and practices. For example, the [Baltimore Police Department established a FIT](#), and the Philadelphia Police Department began posting investigation summaries online—an emerging, CNA-developed best practice in transparency.

CNA is also a leader in conducting local assessments. We supported the Michigan State Police (MSP) with an assessment of its traffic enforcement policies and program initiatives over the course of 18 months. Our review determined that racial disparities in traffic stops may result from policies and programs, rather than widespread police discrimination. CNA offered several recommendations for improvements to ensure more equitable traffic enforcement, which the [MSP took action on](#). These recommendations included improvements to training on cultural competency and education about the community of law enforcement work, strategies to enhance recruitment plans and practices, and directives on constitutional policing, bias-free policing, and use of discretion.

Furthermore, our work on settlement agreements and consent decree monitoring teams, such as the [Chicago Independent Monitoring Team](#), exemplifies our approach to organizational innovation. CNA not only provides independent assessments of progress but also offers technical assistance to help police departments comply with complex legal agreements.



About CNA

CNA is a not-for-profit analytical organization dedicated to the safety and security of the nation. With nearly 700 scientists, analysts, and professional staff across the world, CNA's mission is to provide data-driven, innovative solutions to our nation's toughest problems. It operates the Center for Naval Analyses—the Department of the Navy's federally funded research and development center (FFRDC)—as well as the Institute for Public Research. The Center for Naval Analyses provides objective analytics to inform the decisions of military leaders and ultimately improve the lethality and effectiveness of the joint force. The Institute for Public Research leverages data analytics and innovative methods to support federal, state, and local government officials as they work to advance national and homeland security.

To learn more about the Center for Justice Research and Innovation, go to www.cna.org/justice, or contact: Vivian Elliott, Director, Justice Research and Innovation | elliottv@cna.org