

# Strategic Planning with CNA

## *Empowering Justice Agencies for Tomorrow*

*CNA offers a comprehensive suite of public safety strategic planning services for local, state, and federal justice agencies. We use a data-driven, collaborative, and targeted approach to help agencies identify focus areas and develop their strategic plans. CNA's experienced subject matter expert facilitators have guided more than 30 jurisdictions with the design, development, and implementation of their strategic plans.*

### What is strategic planning?

Strategic planning is a comprehensive approach designed to help justice agencies chart a clear path to achieving their short- or long-term goals and enhancing their operational effectiveness. A strategic plan may focus on a larger outcome, such as public safety, or focus narrowly on topics such as firearm crime, community engagement, technology, or victim services and support. A plan may be developed for one or more agencies and include a collaborative approach involving multiple relevant stakeholders.



*Guiding law enforcement agencies across the nation in strategic planning*

### Why should your agency engage in strategic planning?

By aligning resources, policies, and initiatives with the agency's mission and vision, strategic planning enables justice organizations to improve public safety, foster community trust, and adapt to evolving legal and societal landscapes. CNA's strategic planning support can help your department execute the following:

- Develop a sustainable roadmap for reducing crime and victimization in your communities.
- Establish a detailed, focused approach with specific strategies, roles, and responsibilities to better address crime and sustain existing effective practices.
- Create a transparent and unified strategy for messaging to both internal stakeholders and the community.
- Measure the success and effects of your efforts.

## Who should engage in strategic planning?

Strategic planning is applicable to a wide range of justice organizations and agencies and can include multidisciplinary partners and community stakeholders. Stakeholders may include local, state, and federal law enforcement agencies; sheriff's offices; small, rural, or tribal agencies; city governments; prosecutors; parole or probation departments; correctional organizations; and community organizations. The planning process can also include individuals from all levels of an organization.

## How can CNA help your agency with strategic planning?

CNA offers a wide range of services for strategic planning, from low-cost best practice resources and consultations

to comprehensive full-service support through guided plan development and implementation.

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As leaders, I believe we all see value in bringing in outside subject matter experts to assist in strategic planning. The reality of local politics can sometimes interfere in collaborative efforts...having [a] facilitated strategic planning process not only minimized local political influence, it presented a safe space for all stakeholders to feel comfortable and engaged in the process.”

– Chief Murphy Paul, Baton Rouge Police Department

## Strategic Planning Levels of Support

### BASIC

- Up to a 6-month engagement
- 1 in-person strategic planning workshop
- Customized strategies and summary report

### INTERMEDIATE

- 6- to 12-month engagement
- Basic level included
- Additional implementation workshop at 6 months

### COMPREHENSIVE

- 1+ year engagement
- Basic and intermediate levels included
- Implementation planning, assistance, and tracking
- Customized dashboards to monitor progress

## 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 decision-making by 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 or request strategic planning services from CNA, please contact Vivian Elliott at [elliottv@cna.org](mailto:elliottv@cna.org).