



NORTHWESTERN UNIVERSITY CENTER FOR PUBLIC SAFETY

SCHOOL OF POLICE STAFF AND COMMAND

Strategic Planning

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Let your dispatcher know you're thinking about them by pressing the Dispatcher Appreciation button on your radio. If your coworkers forget, press theirs, too.

NATIONAL PUBLIC SAFETY
TELECOMMUNICATORS WEEK



THANK YOU,
DISPATCHERS!



- ✖ One (1) graded assignment:
- ✖ The 9-step Strategic Development Process

I'M THINKING OF
GETTING INTO THE
STRATEGIC PLANNING
GAME.



Dilbert.com DilbertCartoonist@gmail.com

IF I UNDERSTAND THE
JOB DESCRIPTION, YOU
BASICALLY HALLUCINATE
ABOUT THE FUTURE AND
THEN SOMETHING
DIFFERENT HAPPENS.



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YOU ALSO
HAVE TO
PRETEND
IT'S USEFUL.



REALLY?
THAT
SOUNDS
HARD.



Goals - The Strategic Level

The 9-Step Strategic Issue Developmental process will assist in indentifying the organization's long-term goals.

To pick an issue, consider this question: "What are the most significant challenges and opportunities facing your organization?" This topic should be strategic in nature, not an issue that is more operational (short term).



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Strategic Issue Developmental Process
M16b. Strategic Planning

Strategic Issue Developmental Process

Nine step process in the identification and development of a strategic issue:

1. What are the opportunities, challenges, or problems that make this an issue?
2. What information do we know about this issue (scientific data, trends, demographics, economic, technological, etc.)?
3. What assumptions have been made about the issue and are they valid or acceptable (does the data support the assumptions)?
4. Why is it an issue: What in terms of the mission, mandates, or environmental scan makes it an issue?
5. What would be the consequences of not addressing the issue?
6. For whom is it an issue? What other entities are working to address this issue and what are they doing?
7. Can the organization affect the issue? Is there general agreement that the issue is significant?
8. Is the issue broad enough to guide the organization's budgetary and legislative priorities?
9. Is the issue, as it is currently written, clearly stated, understood by the planning team, and understandable by someone not familiar with the issue?



***"A good plan
violently
executed now is
better than a
perfect plan
executed next
week."***

George S. Patton

WHAT ARE THE BENEFITS TO PLANNING?

- + 1
- + 2
- + 3
- + 4

STRATEGIC

“Relating to a long-term plan designed to achieve a major goal or gain a specific advantage.”



- ✘ **Root origin:** Comes from the ancient **Greek word strategos**, meaning a military general or commander.
- ✘ **General meaning:** Doing something deliberately as part of a larger plan rather than by random chance. It focuses on overall positioning, foresight, and winning an objective over time.
- ✘ **Military:** Refers to large-scale operations, long-range weapons, or key geographical positions essential to winning a war.
- ✘ **Business:** Refers to high-level decisions, resource allocation, and market positioning meant to secure long-term success and competitive advantage.

WHY SHOULD DEPARTMENTS PLAN STRATEGICALLY?

- ✗ So your organization doesn't end up...like this!
 - + We can learn to improve program effectiveness and management accountability...Good foundations





THINKING 3 MOVES AHEAD



“PREDICTING” THE FUTURE?



PLAYING THE ODDS?



FORECASTING: (AI, PATTERNS, INTERPRETATION)



THE STOCK MARKET

- ✗ Asset allocation is king
- ✗ Too conservative and you miss opportunity (\$\$)
- ✗ Too adventurous and you risk losing everything
- ✗ Don't be shy & don't be reckless
- ✗ BALANCED portfolio (stocks & bonds)
- ✗ STRATEGIC PLANNING TOO?

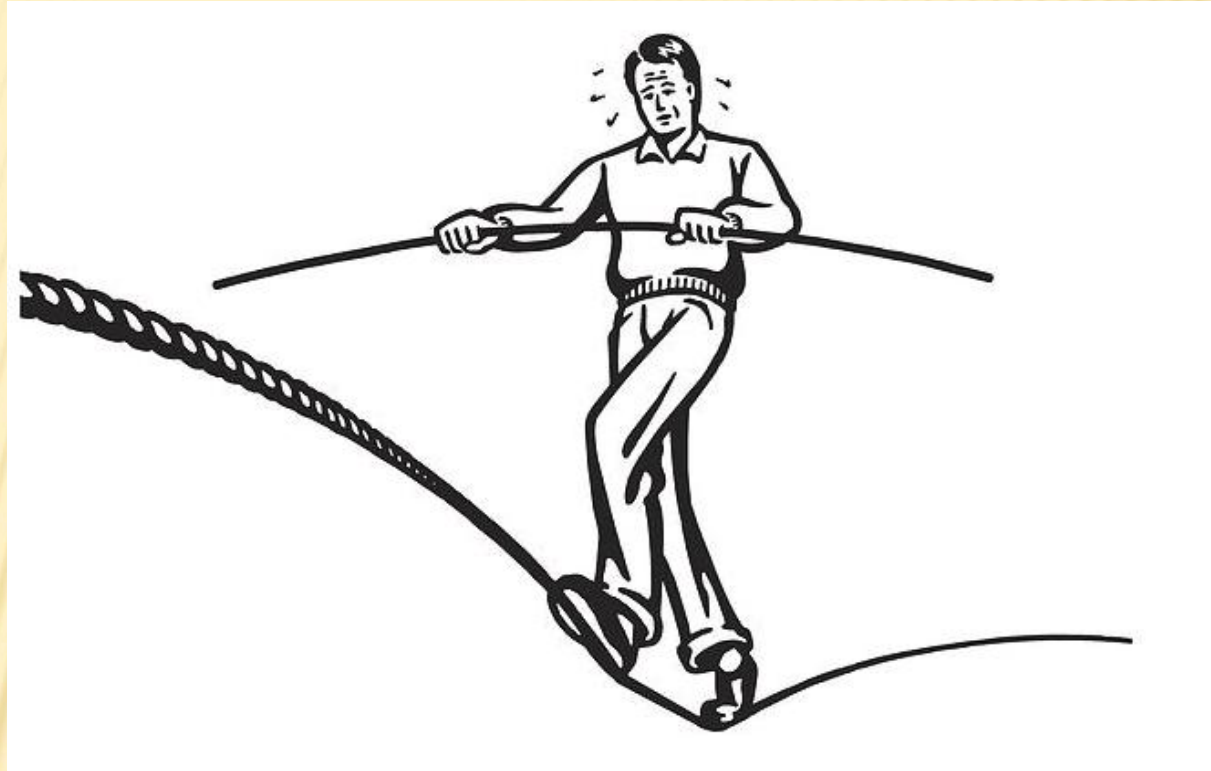
- 1) Regular (automatic) contributions,
- 2) minimize fees, and
- 3) balanced asset allocation

*** INFORMED (Smart) Decisions!**



CONSTANTLY WALKING A TIGHTROPE ?

Politicians

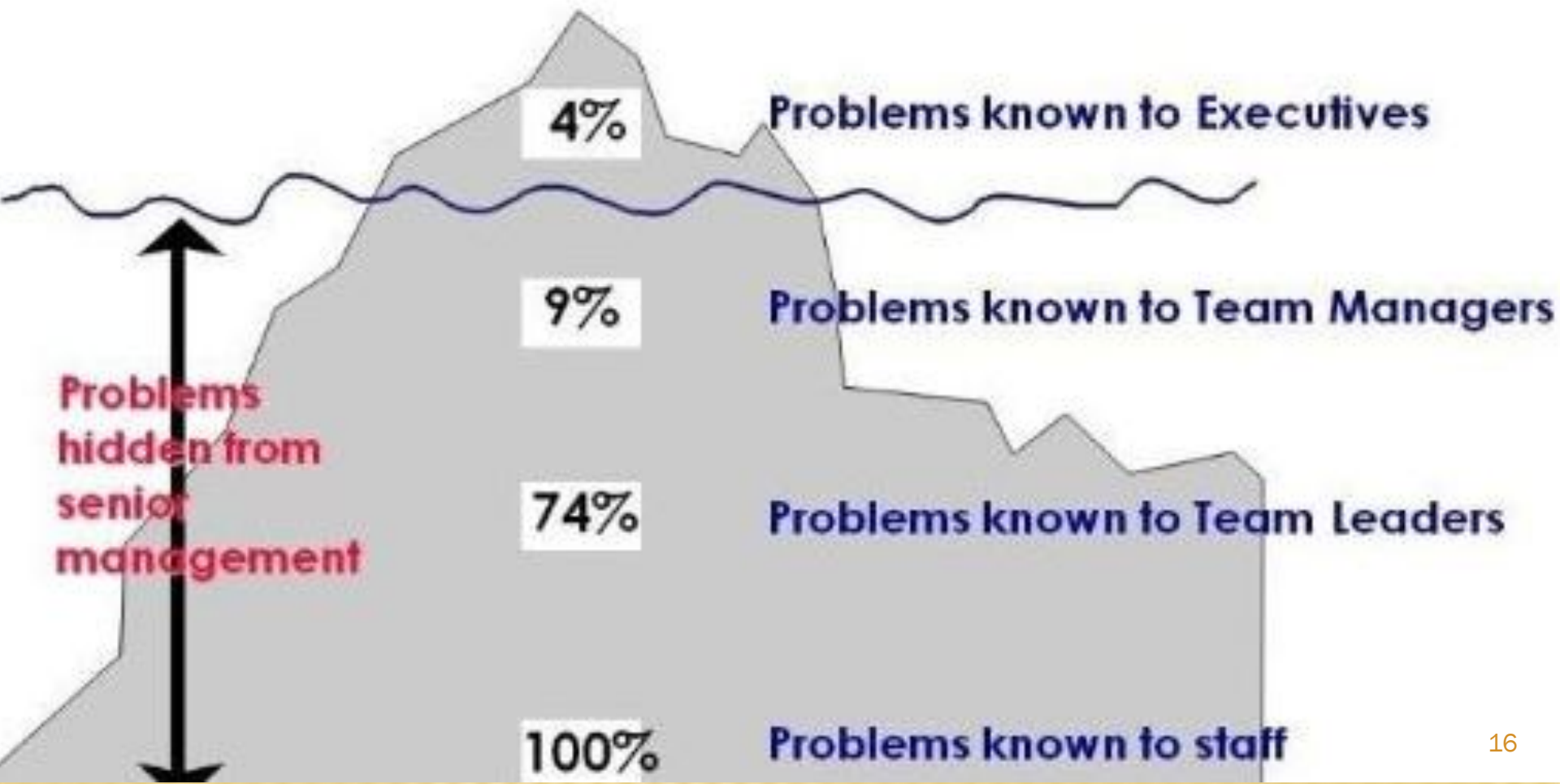


Police



**Public
Press**

WHO KNEW?



PLANNING

- ✖ What changes in your career require plans?
- ✖ What changes in your department require plans?
- ✖ What do you anticipate having to plan for in the future?
- ✖ What do we do now?
 - + Traffic, Artificial Intelligence, Crime Prevention

15 THINGS.....

- ✖ Buying a car
- ✖ Planning a wedding
- ✖ Having a baby
- ✖ Building a house
- ✖ Selling/buying a house
- ✖ Getting promoted
- ✖ Retirement



LEARN

- ✖ Training
 - ✖ Education
 - ✖ EXPERIENCE!
-
- ✖ We “learn” from our mistakes too!

“THE JOB” IN 2026, 2030, 2035

- ✗ No Cash Bail
- ✗ ALPR
- ✗ Medical Mushrooms
- ✗ Body Cameras
- ✗ Do I need to be a U.S. citizen to apply to be a cop?

ARE YOU PREPARED NOW?

- ✖ Retirements – Social Security Fairness Act
- ✖ Transgender employees
- ✖ Driverless vehicles
- ✖ Artificial intelligence
- ✖ Technology-how many staff do we actually need?
- ✖ New employees – Gen Alpha arrives 2031



PLANNING IS GOOD.....BUT.....



**ANOTHER
EXAMPLE
OF THE
TAIL
WAGGING
THE DOG**

WE HAVE A
**STRATEGIC
PLAN**

IT'S CALLED
**★ DOING ★
THINGS.**

-Herb Kelleher



PLANNING

- ✖ As a police planner, you know the purpose of planning is making sure the department is doing the right thing and doing things right. This translates into being BOTH effective and efficient.
- ✖ Some police officials resist the planning process because:
 1. They fear failure
 2. Lack control of the environment
 3. Lack organizational knowledge

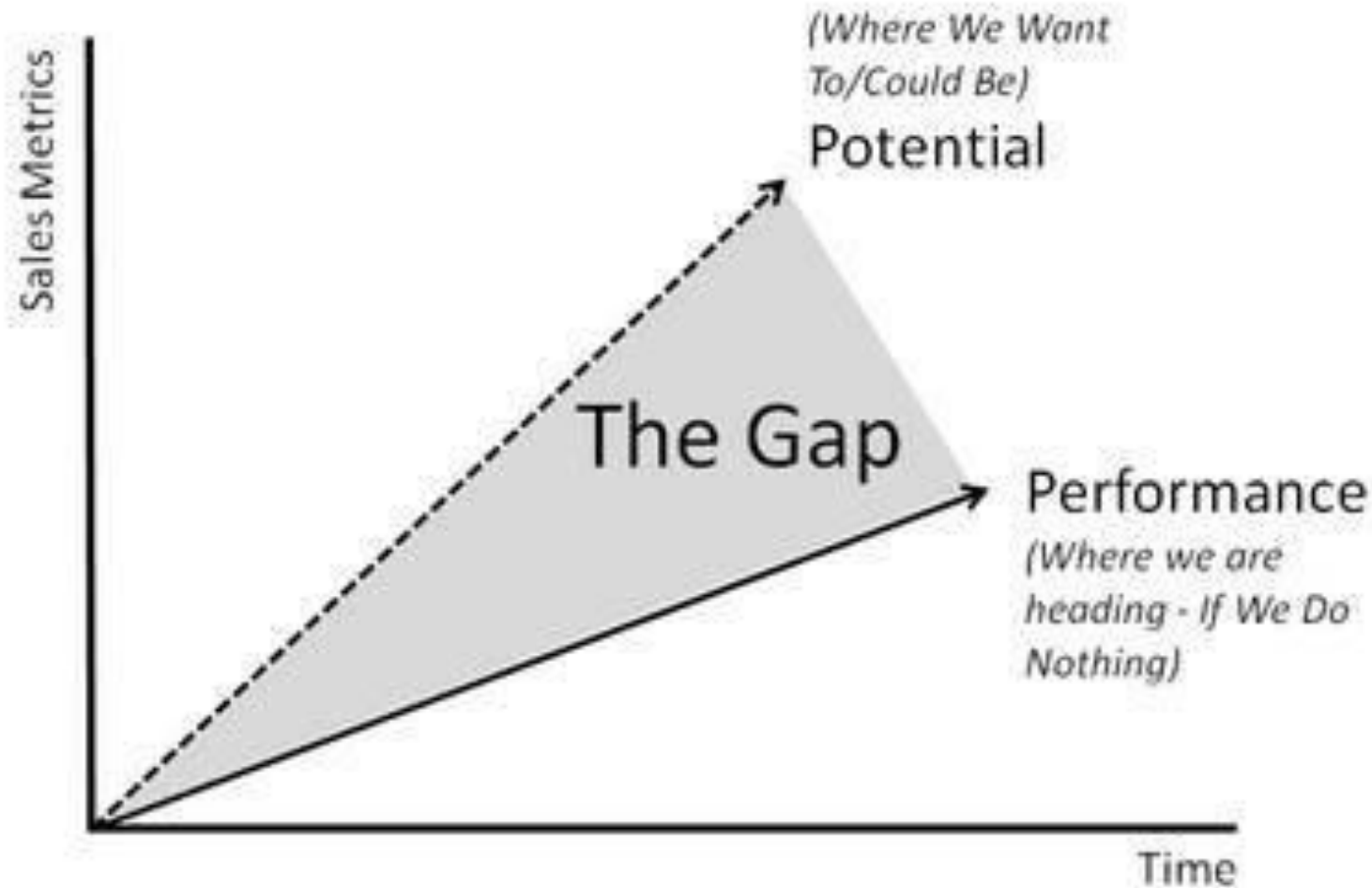


WHY PLAN?

- ✘ To find out where your department is right now
- ✘ To anticipate and coordinate necessary resource allocations, schedules, tasks, and other actions for the department to realize its goals



“GAP ANALYSIS” (WHAT IS IT?)



GAP ANALYSIS TEMPLATE: 4 STEPS TO COMPLETION

1. Identify the current state.
2. Identify where you want to be .
3. Identify the gaps.
4. Devise improvements to close the gaps.

BENEFITS TO PLANNING

- ✘ More effective control systems ensures progress and movement in the right direction toward goal achievement
- ✘ Better coordination of efforts, activities, and responsibilities toward the goal(s)
- ✘ Focuses on Forward Thinking (considers resources needed and potential opportunities or threats)
- ✘ Participatory work environment leads to buy in by the work force

COST TO POOR OR NO PLANNING

- ✗ Unclear expectations
- ✗ Lack of direction
- ✗ Confusion
 - + Important things falling through the cracks
 - + Duplication of effort – waste of resources
- ✗ Higher costs
- ✗ Unfulfilled mission
- ✗ Absence of standards

- ✗ 7 P's: *Proper Prior Planning Prevents Piss Poor Performance*



COSTS TO PLANNING



THEN



Let It Go

There are only so many hours in the day. And here is only so much you can physically do. Being realistic about what you can accomplish, can help make it easier to say NO and let go.

- ✗ Management time can be heavily invested in planning and therefore be missing other vital areas within the department. (cost-benefit)
 - + Only so many hours in the day
- ✗ Delays to making decisions can be a hindrance due to time-consuming acquisition of information and data. (“Analysis Paralysis”)
 - + Can this affect a police department’s effectiveness?

\$\$\$\$\$ COMMITTEE WORK COSTS

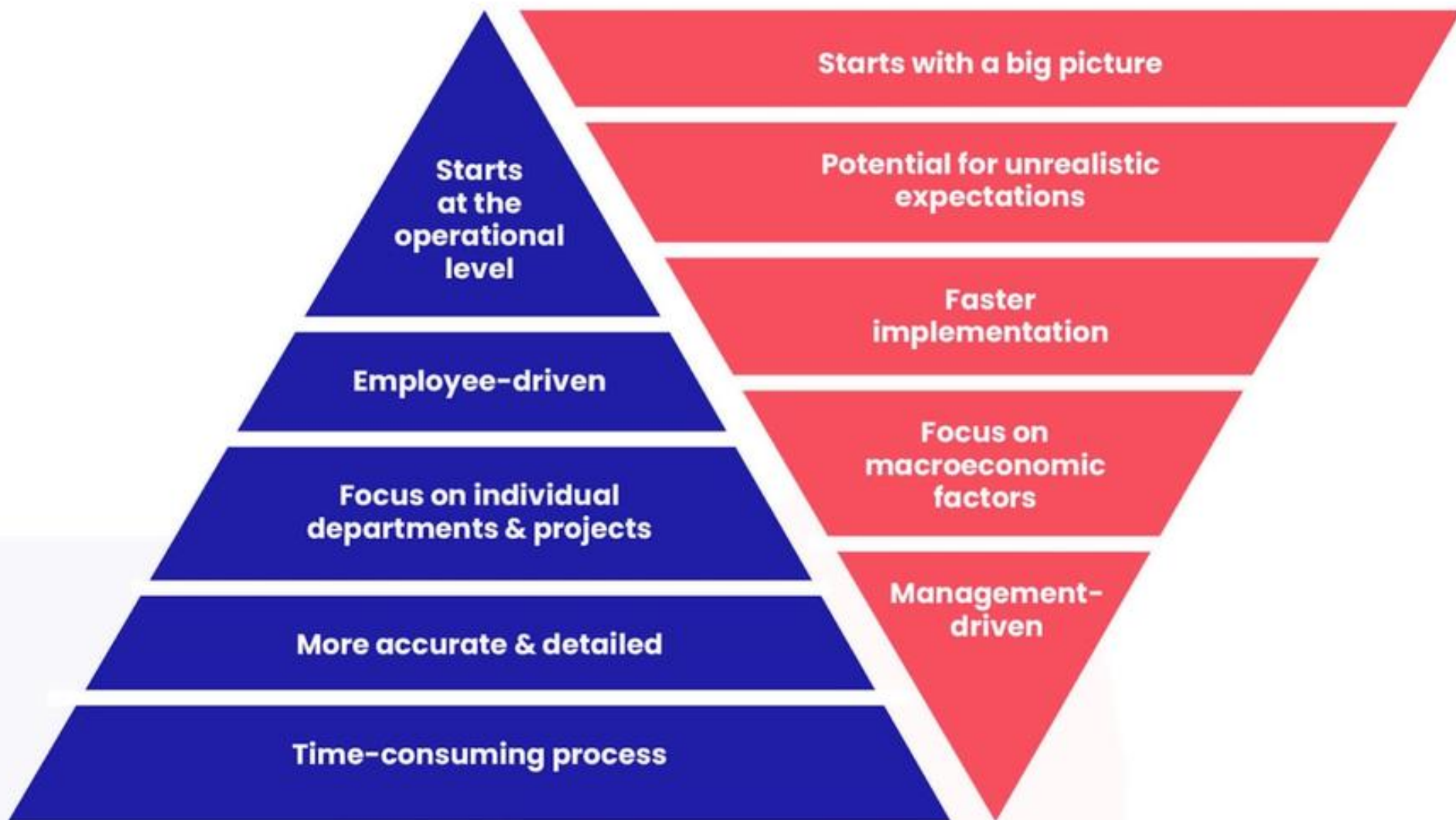
- ✗ What is the annual salary?
- ✗ Divide by 2,080 to get hourly rate.
- ✗ Multiply by 4 to represent meetings & prep time.
- ✗ Multiply by 5 employees on the committee.
- ✗ $\$100,000 / 2,080 = \$48.07 \times 4 = \$192.28 \times 5 = \961.40
- ✗ Is it worth it?



WHERE SHOULD PLANNING BEGIN?

- ✖ Planning is carried out at various level of the organization.
- ✖ There are two basic approaches to planning:
 - + The top-down and
 - + The bottom-up approach

Top-Down Approach



Bottom-Up Approach

× Top-Down Approach:

- + Top level executives determine the direction
- + Establish a “master level plan” to achieve overall goals
- + The “master plan” establishes the parameters within which the work (lower) groups develop
 - × Any concerns with top-down?

× Bottom-Up Approach:

- + Initiated at the lowest levels or the organization who are heavily involved in the delivery of services

- × Plusses?

- × Negatives?

*****Some organizations combine both approaches.

COMPONENTS OF PLANNING

- ✖ Analysis
- ✖ Forecasting (anticipation of problems)
- ✖ Setting objectives
- ✖ Setting priorities
- ✖ Determining action steps
- ✖ “1 minute planning saves 3 minutes implementation”

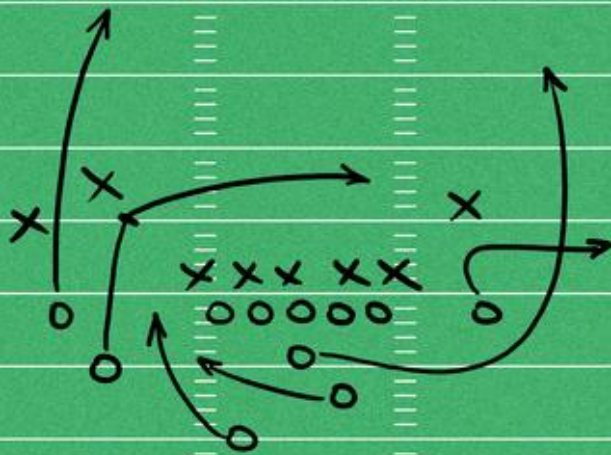
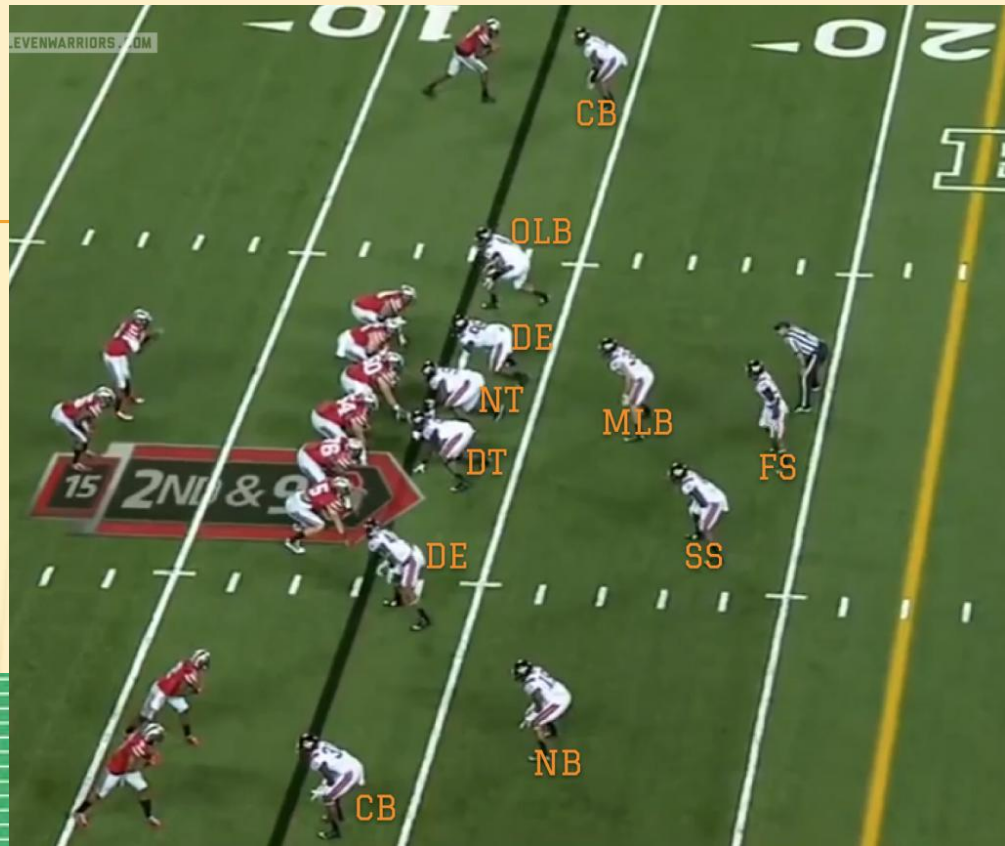


EVER 100% ??



*“We’ve
considered
every
potential risk,
except the
risk of
avoiding all
risks !”*

PLAYING DEFENSE ALL THE TIME??

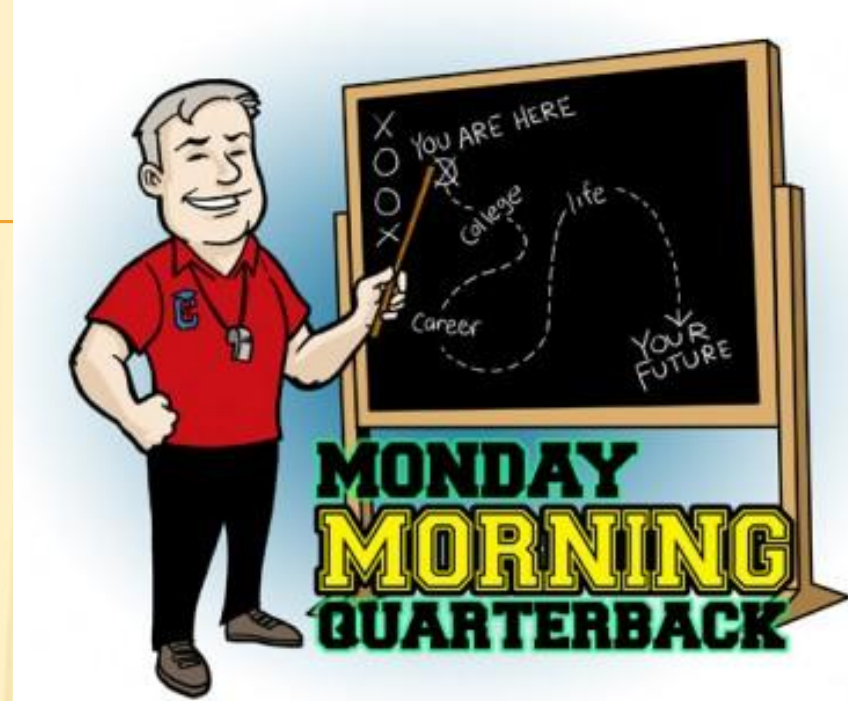


ACCEPT, MANAGE, MITIGATE, OR TRANSFER RISK FORREWARD



MONDAY MORNINGS

- ✗ You WILL be “Quarterbacked”
- ✗ What did you know?
- ✗ When did you know it?
- ✗ Should you have known?
- ✗ What did you do about it?
- ✗ Were there red flags?
- ✗ It is too late when the guys are getting pelted with rocks & bottles (LAPD)



QUALITY TRIANGLE



STOCKDALE PARADOX

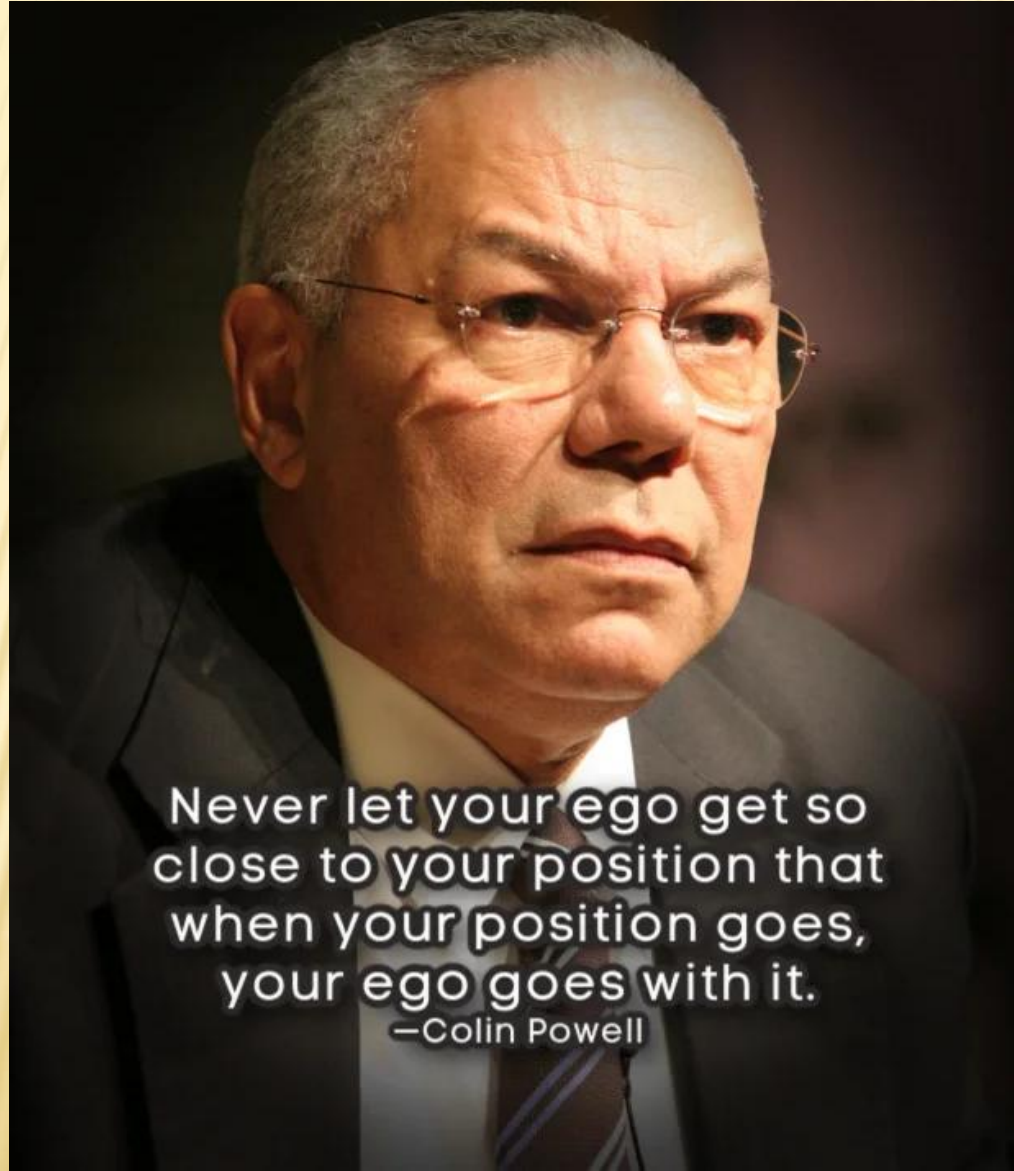
- ✘ A leadership concept rooted in **PRAGMATISM**. It means you must keep total faith that you will win in the end. At the same time, you must face the harsh, ugly truth (The Brutal Facts) of your current situation.
- ✘ **Admiral James Stockdale:** A U.S. Navy pilot captured and held in the notorious “Hanoi Hilton” Vietnam prison camp for over seven years.
- ✘ **The "Optimists" Died:** When asked who survived and who died in the camp, Stockdale immediately noted that the optimists who said "we will be out by Christmas" grew sad when Christmas passed. They lost hope and died of broken hearts.
- ✘ **Realism Won:** The survivors did not mix false hope with the actual facts of their hard daily reality. **They faced facts.**

CONFRONT THE BRUTAL FACTS

- ✖ Do not bury your head in the sand
- ✖ Visualize the funeral
- ✖ Focus on the PROCESS (not success)
- ✖ Ask everyone on the team to write down WHY/HOW the project will fail
- ✖ Now you have a list of landmines
- ✖ Make a BETTER plan!



THINKING CLEARLY? “TOO” INVESTED?



Never let your ego get so close to your position that when your position goes, your ego goes with it.

—Colin Powell

\$

- ✗ “Prospect Theory” helps explain how “loss aversion”, (inability to ignore “sunk costs”), leads people to throw good money after bad and take actions that are not in their best interest.
- ✗ The sting of losing money, for example, often leads investors to pull money out of the stock market unwisely when prices dip.



“ESCALATION OF COMMITMENT”

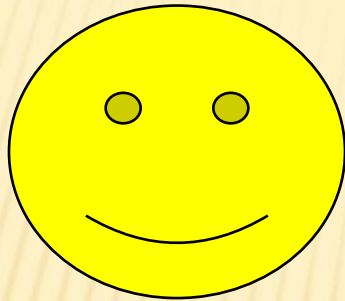
The tendency to continue to support a failing course of action.



**IF YOU FIND YOURSELF
IN A HOLE,
THE FIRST THING TO DO
IS STOP DIGGING.
– WILL ROGERS**



WHY DOES IT OCCUR?



optimism



control



sunk
costs

ONLY HUMANS REFUSE TO “CUT BAIT”



SHORT- RANGE PLANNING

- ✖ Planning that emphasizes the current operations of various parts of the organization.
 - + Short Range is defined as a period of time extending about one year or less in the future.
- ✖ Short Range plans are usually developed in the areas of marketing, personnel, finance, etc.

CONTINGENCY-PLANS

- ✖ Often referred to as worst-case scenarios, defines the police department's responses to be taken in case of emergencies or setbacks.
- ✖ Planners attempt to identify the uncontrollable factors
- ✖ Disasters!



DISASTER PLANNING

- ✘ Commission for Accreditation of Law Enforcement Agencies (CALEA) Standard 46.1.2 calls for “Unified Command”
- ✘ **National Incident Management System (NIMS) calls for use of the Incident Management System (ICS)**

ICS FEATURES AND PRINCIPLES

1. **Common Terminology For All**
 - + Mutual Aid
 - × Law Enforcement --- Locals, County, State, Feds
 - × All Services --- Police, Fire, EMS, Public Works, Private
2. **Communications**
 - + Interoperability
 - + Liaisons with Radios
3. **Accountability**
 - + Chain of Command
 - + Span of Control
 - + Unity of Command

PRE-PLANS

- ✘ Targets
 - + Hospitals
 - + Banks
 - + Schools
 - + Military
 - + Government
- ✘ Practice / Drill
- ✘ Intelligence
 - + Keys (Knox-Box, Key Chips)
 - + Floor Plans
 - + “Inside” Telephone Numbers (Answered)
 - + Radio Frequencies (Monitor & Tap-In)
 - + Potential Command Post Locations



Decision-Making and Emergency Responses

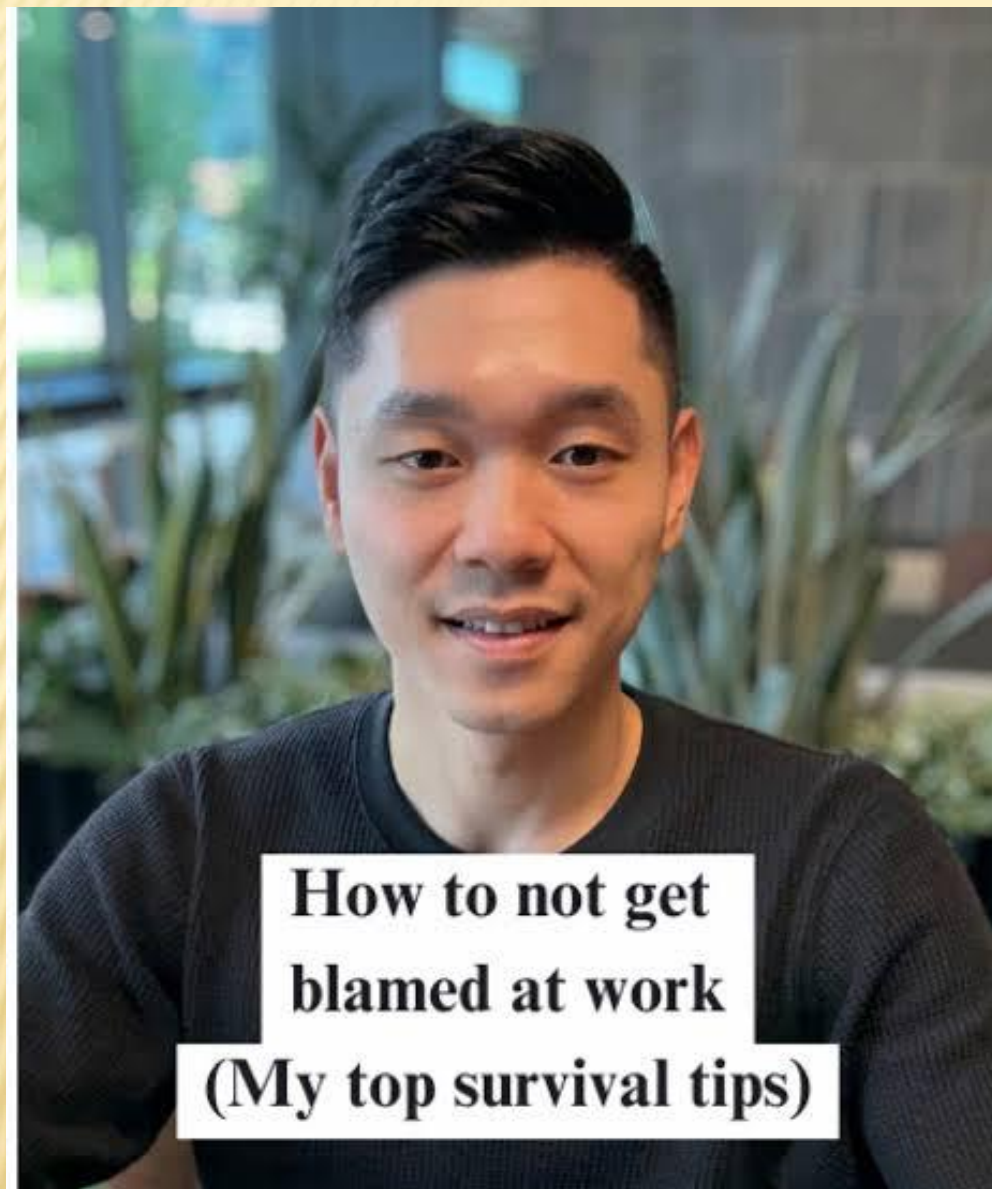
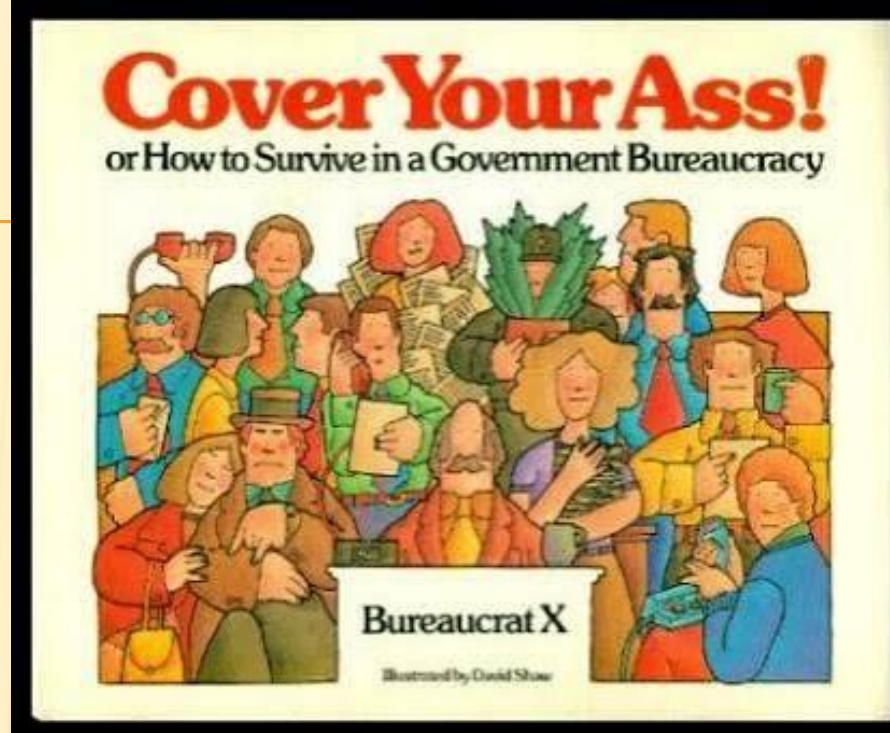
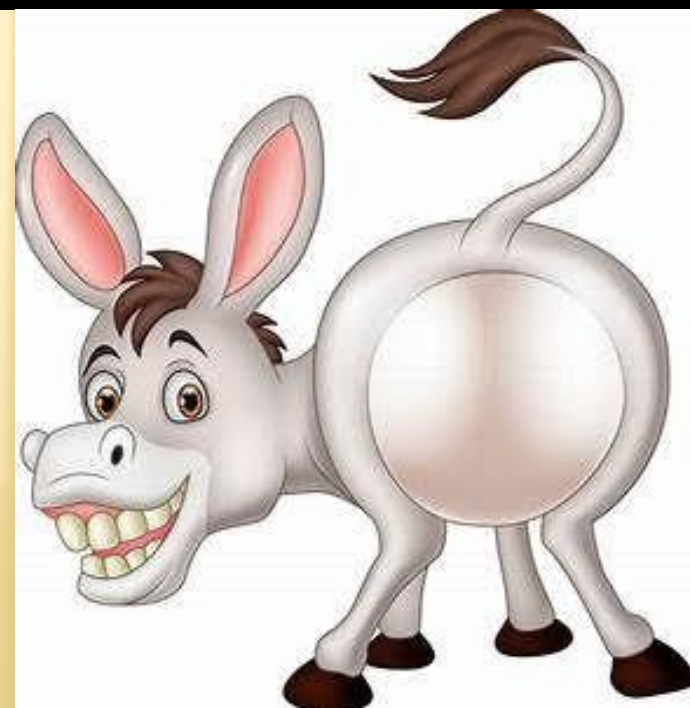


***'Everybody has a plan until
they get punched in the face'***

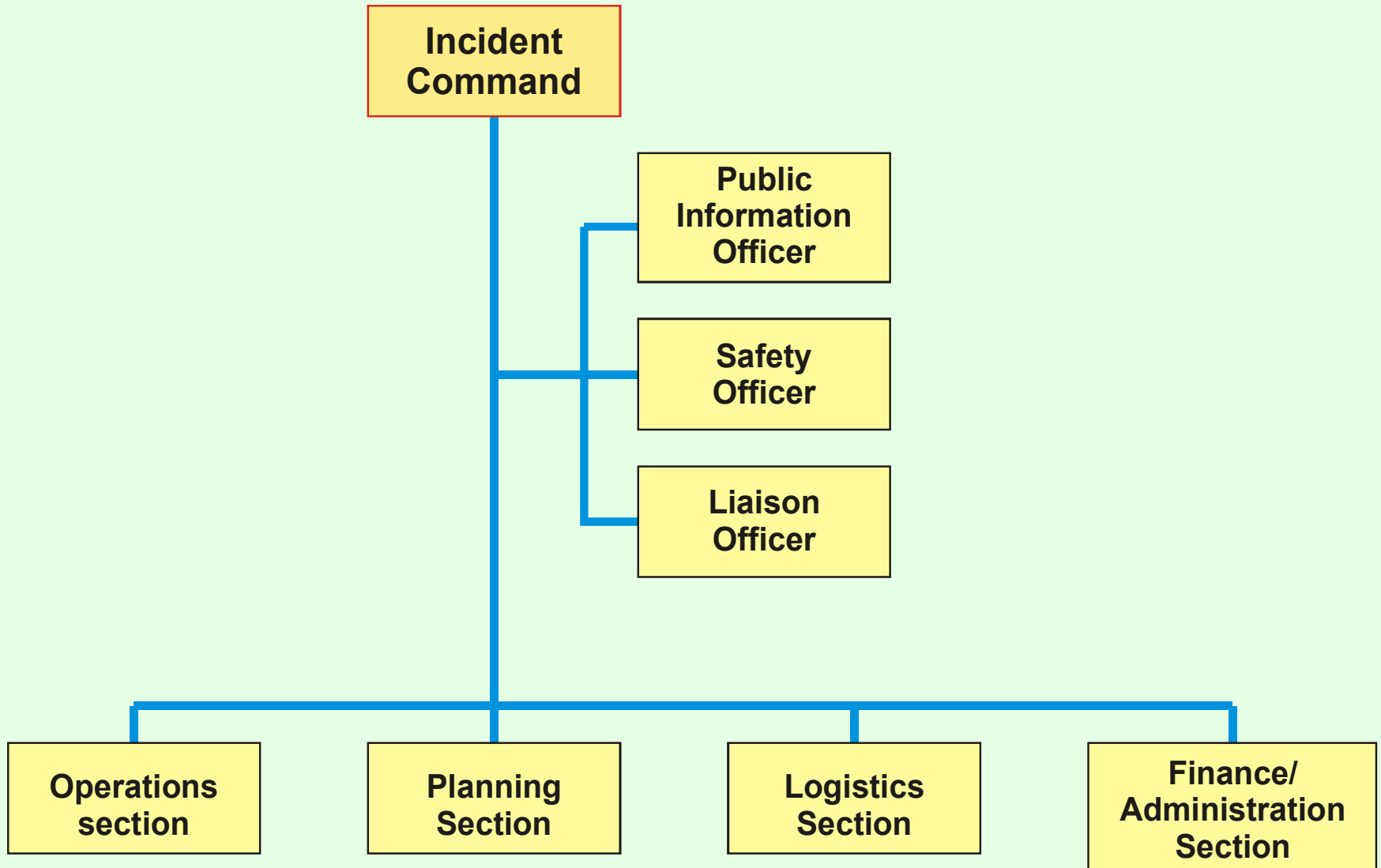
Mike Tyson



-
- ✗ MOST “Plans” will not ever be used – there just in case
 - ✗ MOST “Plans” don’t survive the first punch in the nose!
 - ✗ We STILL do them



BASIC STRUCTURE



ONE WORD DEFINITIONS

- ✖ Operations = Does
- ✖ Logistics = Gets
- ✖ Planning = Thinks
- ✖ Finance = Pays



TWO KEY CONCEPTS

× Unity of Command

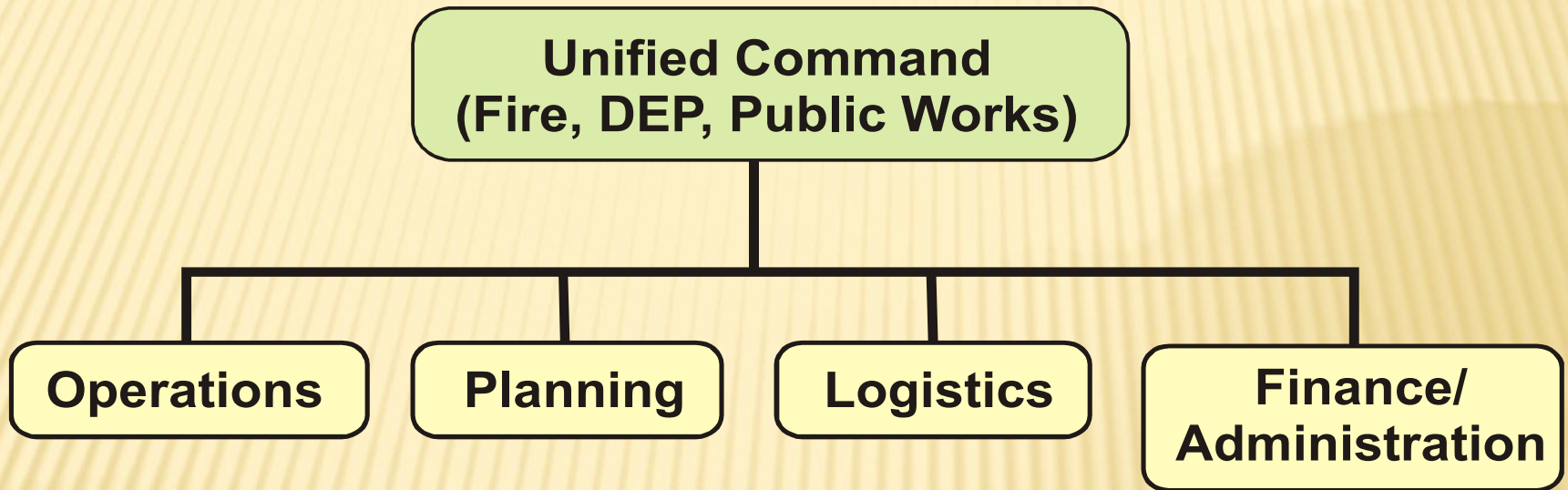
- + You can only take orders from one person

× Span of Control

- + You can only directly supervise a limited number of people
- + FEMA says 1:5



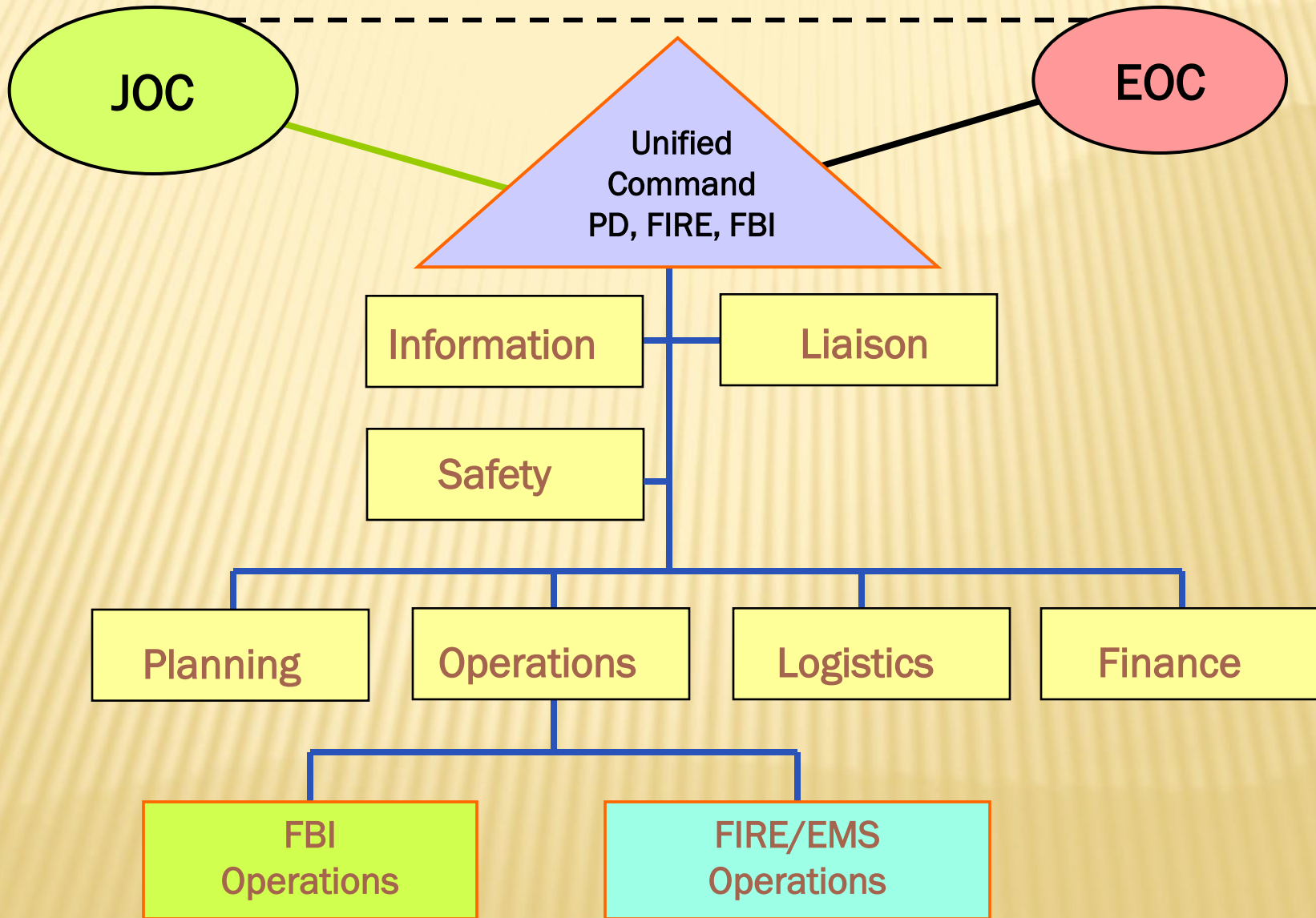
UNIFIED COMMAND



UNIFIED COMMAND

- ✖ All responding agencies will jointly develop a common set of incident objectives and strategies, without losing or giving up agency authority, responsibility or accountability.
 - + Incident will function under a single coordinated Incident Action Plan
 - + One IC will have responsibility for implementing the plan
 - + One Incident Command Post will be established

INTEGRATED OPERATIONS



THE AUDIT

✕ Show us your:

- + Emergency Response Plan
- + Incident Action Plan
- + Trade with a partner
- + 5 things I like & 5 things I don't
- + Discuss



PLANNING



STRATEGIC - PLANS

- ✖ Strategic planning (long term) is the process by which an organization makes decisions and takes actions that affect the long-run performance of the organization.
 - + Responsibility of the CEO and Command Staff
 - + Includes Values, Mission & Vision
 - + 3-Year Plan
 - + The result of strategic planning isstrategy for moving forward.

TACTICAL - PLANS

- + Middle Managers (above front-line, but below CEO & Command Staff) Lieutenants?
- + How to implement Strategic Plans
- + Informs & guides the day-to-day Op Plans

OPERATIONAL - PLANNING

- ✖ Operational planning outlines the activities that must occur to support the ongoing operations
 - + Day-to-day “Op Plans”
 - + More specific than strategic plans
 - + Address short term issues
 - + Formulated by first-line managers
 - + The positives are: standardized procedures
 - + The negatives are: they become too rigid

HIERARCHY



Strategic
Top Management (not “supv.”)

Tactical
Mid-management

Operational
Day to day

DATA AND BUDGETS

- ✖ Budgets based on data
- ✖ Budgets tied to “Mission” (vision, values)
- ✖ They call it: “Mission Alignment”
 - + We spend our resources (money) on things that matter.

GREAT MISSION STATEMENT



VISION , VALUES AND MISSION (STRATEGIC)

Exercise:

Locate your agency's Vision, Values, and Mission statement(s).

Using Handout - Evaluate them:

- Are they easy to locate by the public and employees?
- Are they clearly written?
- Are they concise?
- Can everyone understand them?
- Are nouns / verbs utilized correctly?
- Are they too long?
- Are they realistic and current for the times?
- How would you improve them if need be?

(15 minutes)



GOALS & OBJECTIVES

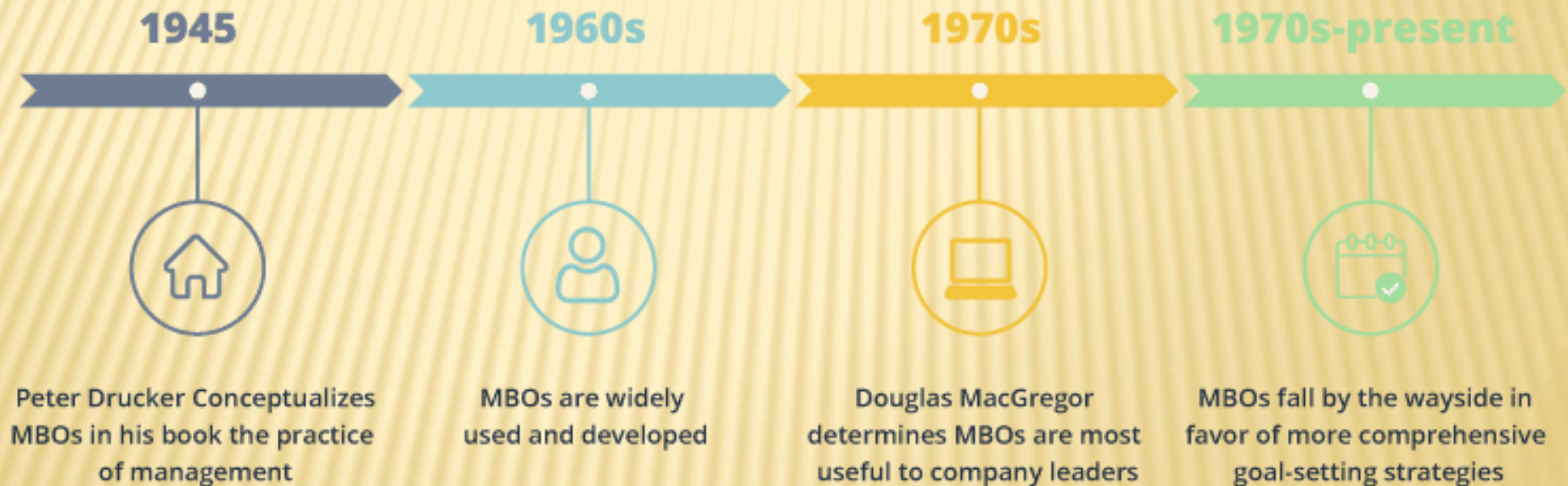


CRITERIA FOR EFFECTIVE GOALS

- ✗ **The criteria for effective goals include:**
 - + **Challenging, but realistic** (motivating, but not beyond reach causing apathy)
 - + Defined Time Period- Goals should always specify the time period over which they are to be achieved
 - + Linked to rewards and how they are achieved
 - + Reasonable, Articulable, Specific

MANAGEMENT BY OBJECTIVES (MBO)

TIMELINE



- ✖ **The Origins: Peter Drucker (1954)**
- ✖ The concept of Management by Objectives was first popularized by management guru **Peter Drucker** in his landmark 1954 book, ***The Practice of Management***.
- ✖ More successful if managers focused on **outcomes and results** rather than closely supervising every daily task. He emphasized that employees should be allowed to choose *how* they achieve their goals, fostering autonomy and engagement.
- ✖ **Douglas McGregor (1957)**: He linked MBO to his famous "Theory Y" management style, which assumes employees are inherently motivated, responsible, and desire self-direction. McGregor argued that MBO should be used for self-appraisal and professional development, rather than just a tool for criticism.
- ✖ During this period, major corporations like **General Electric (GE)** and **Hewlett-Packard (HP)** widely adopted MBO to manage their growing, complex operations.
- ✖ **The Inclusion of SMART Goals (1980s)**
- ✖ In **1981**, George T. Doran published a paper introducing the concept of **SMART goals** (Specific, Measurable, Assignable, Realistic, Time-related). While not invented by Drucker, the SMART framework became heavily intertwined with MBO, providing managers with a concrete checklist to ensure their objectives were clear and actionable.
- ✖ **Criticisms and Decline (Late 20th Century)**
- ✖ By the 1980s and 1990s, MBO faced significant backlash from quality control experts, most notably **W. Edwards Deming**. (Ford / Mazda fame)
- ✖ **Deming's Critique**: Deming argued that MBO caused employees to focus narrowly on hitting numbers at the expense of quality, teamwork, and long-term sustainability. He believed that production targets led to fear, cutting corners, and systemic distortions.
- ✖ **Rigidity**: Over time, MBO in many companies devolved into a bureaucratic, once-a-year paperwork exercise tied strictly to performance reviews and bonuses, draining the collaborative spirit Drucker originally intended.

MANAGEMENT BY OBJECTIVES (MBO)

✗ Setting of goals

+ Can be the most difficult step

- ✗ Goals must be concrete and realistic
- ✗ Goals must provide a specific target and time frame
- ✗ Goals must assign responsibility
- ✗ **Goals must be mutually agreed upon by officer and supervisor creates a strong commitment or buy in by the officers**

+ A periodic progress review is important

- ✗ Incentives such as pay increases may be awarded

DEVELOPING AN ACTION PLAN

✖ [See handout (Know your goals and objectives)]

1. Assign responsibility for successful completion of the action plan

- + Who is in charge? Who will be accountable?
- + “If everyone is accountable – then no one is!”



DEVELOPING AN ACTION PLAN

2. Set a time frame for completion of the action plan:

- + Do members of the team think the time line is reasonable?
- + Does the time frame for the action plan match up with individual time frames projected for steps within the action plan?
 - * Silence is acceptance
 - * If not, how can differences be reconciled?

DEVELOPING AN ACTION PLAN

3. Detail the action plan in steps

(this step may need to be fleshed out prior to the time frame step)

- + Briefly described
- + Indicate who is responsible for completion of the step.
- + Have an expected start date and finish date.

DEVELOPING AN ACTION PLAN

4. Determine the fiscal impact of the action plan and the resources necessary to carry it out.
 - ✗ Identify resources necessary.
 - + Dealing with “internal vendors”?
 - + Human, physical, data, information and financial resources.
 - + Develop capital and operating budgets.
 - + Develop human and information resource management.

DEVELOPING AN ACTION PLAN

- ✕ 5. Determine the output
 - + The quantity of products or services delivered
 - + Examples include:
 - ✕ Number of training presented
 - ✕ Number of contact made
 - ✕ Number of items made, etc.

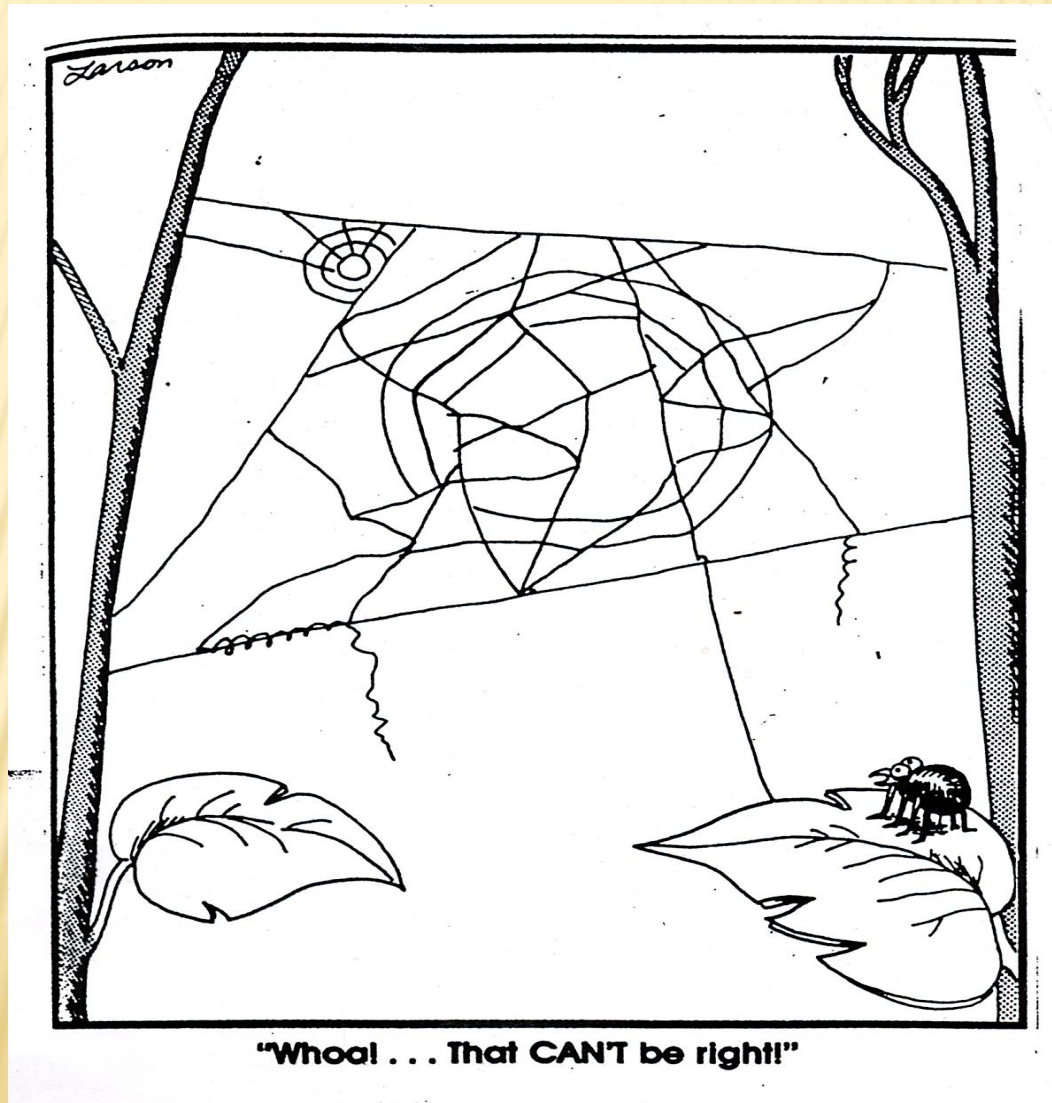
ACTION PLAN

- ✖ Goal:
- ✖ Objective:

✖	Action Steps	Person Responsible	Time Table	Resources Needed
✖				
✖				
✖				
✖				
✖				
✖				

- ✖ Output:

BEST LAID PLANS SOMETIMES FAIL



TYPES OF PLANS BY FUNCTION

✕ Standing Plans

- + Rules
- + Policies
- + Procedures

✕ Single-Use Plans

- + Budgets
- + Projects
- + Events

**DADDY, WHERE DO
POLICIES COME FROM**



NIGHT SHIFT SON...



STANDING PLANS - POLICIES

- ✖ Promotes consistency
- ✖ Easier to delegate



STANDING PLANS - POLICIES

- ✗ Followed 90% of the time
 - + Articulate and justify
 - + Shouldn't be consistently violated
- ✗ Policy doesn't cover all situations
 - + Change if necessary
- ✗ Avoid excessively restrictive wording

STANDING PLANS - POLICIES

✕ Four Cs of Effective Policies

- Current
- Constitutional
- Clear
- Consistently Enforced

POLICY

- ✘ “Failure to have an effective process and/or policy to receive complaints regarding improper conduct by police officers or to have an ineffective system of resolving these complaints imposes liability on police supervisors or police agencies.” *Strauss v. City of Chicago* 760 F. 2d 765 (7th Circuit 1985)
- ✘ **Deliberate Indifference** is defined as the conscious or reckless disregard of the consequences of one's acts or omissions. To be guilty of "deliberate indifference," one must know they are creating a substantial risk of bodily harm.

POLICY, PROCEDURE, RULE (3 TYPES OF STANDING PLANS)

- ✗ A **policy** is a guide to thinking...a broad statement of the department's guiding principles.
 - + Policies focus on goals and plans (GUIDING PRINCIPLES).
 - + Policies must provide ambiguity to allow officers to utilize their judgment and discretion. (“should consider” “may”)

POLICY, PROCEDURE, RULE (3 TYPES OF STANDING PLANS)

- ✖ A **procedure** is the method of performing or carrying out agency activities.
- ✖ A procedure specifies action in a particular situation to perform a task within the guidelines of policy.
 - + Procedures are a series of interrelated sequential steps established for the accomplishment of a task.
 - + Love a checklist!
 - + Like a recipe to bake a cake

POLICY, PROCEDURE, RULE

(3 TYPES OF STANDING PLANS)

- ✗ A rule is a managerial mandate or guideline that either requires or prohibits specific behavior.
- ✗ **Rules are absolute, short and direct.**
- ✗ **Rules should be absolute and address only behaviors for which right actions are clearly differentiated from wrong actions and eliminate discretion**
 - + i.e. 10 commandments, **No Food, etc.**
 - + **Shall / shall not**
 - + **Will / will not**

BARRIERS TO EFFECTIVE PLANNING

- ✗ The three most common barriers are:
 1. Demands on time of the manager: Managers are at times so busy with day-to-day activities that there is **no time to plan.**
 2. Uncertain environmental conditions/Ambiguous Operating Environments: Managers do not find it comfortable to plan under **conditions of uncertainty.**
 3. Resistance to change: Managers may hesitate to plan because the results of the planning process may lead to change and managers often **resist change.**

BARRIERS TO EFFECTIVE PLANNING SILOS



OVERCOMING THE BARRIERS TO PLANNING

- ✖ Involve all Department members in the decision making
- ✖ Encourage strategic planning
- ✖ Encourage and embrace a diversity of views



OVERCOMING BARRIERS TO EFFECTIVE PLANNING

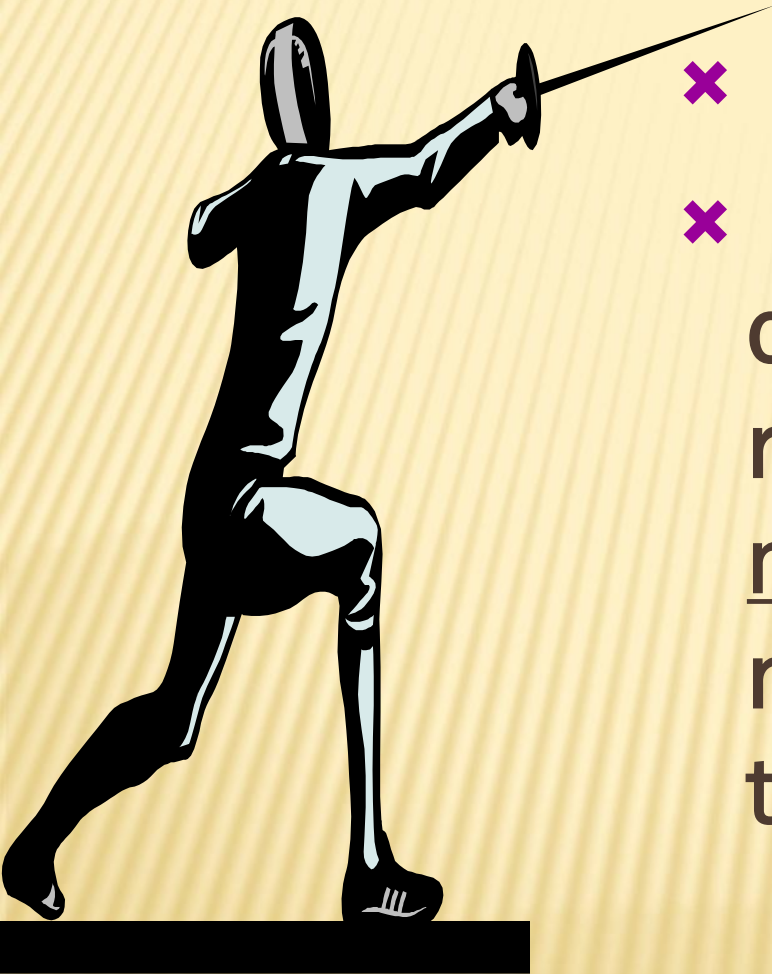
- ✖ In order to overcome barriers to effective planning, it is necessary to develop an organizational climate that is:
 - + supportive
 - + does not punish failure



OVERCOMING BARRIERS TO PLANNING

- ✘ What methods has your agency used to overcome the barriers to effective planning?
 - + Uniform policy?
 - + COPS implementation?
 - + Cell phones, technology and integration
 - + Social media policies, etc.
 - + Staff reduction/closing of units or facilities?

WORKING IN GROUPS



- × Welcome Dissent
- × Even when the group comes to a consensus, review the solution one more time to insure they did not arrive at consensus due to Groupthink.





THE NEW PARADIGM?

- ✖ Participative Decision Makingin the planning process.
- ✖ The importance of a strong mission and goals
- ✖ Creating an environment that encourages people to experiment and learn
 - + Remove punishment for failure
- ✖ Encouraging employees to make continuous improvements (a way of life).