

BURBANK POLICE DEPARTMENT STRATEGIC PLAN 2023 - 2025



200 N. Third St.
Burbank, CA 91502

Michael Albanese
Chief of Police

 **POLICE
DEPARTMENT**
www.BurbankPD.org

Community Overview



City of Burbank

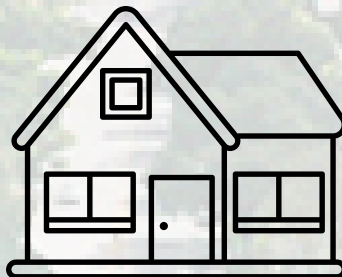
Incorporated in 1911

The Burbank Police Department provides public safety services to the City of Burbank, California. The estimated population is 105,357 with a daytime population of over 200,000. Billed as the "Media Capital of the World," Burbank hosts more than 1,000 media and entertainment companies such as Walt Disney Studios, Warner Bros., Cartoon Network, Netflix, and Nickelodeon.

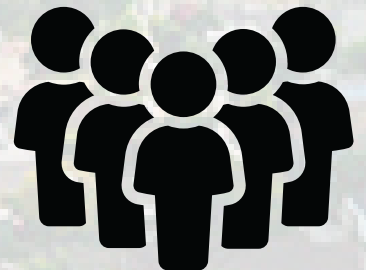
City Demographics



105,357
Population



43,000+
Households



200,000+
Daytime Population

Mission Statement

The mission of the Burbank Police Department is to protect life and property, provide professional police services, and work in partnership with the community.

Core Values

Respect

Protect the rights and dignity of all people as determined by the United States Constitution and the laws of the State of California.

Integrity

Commitment to ethical behavior and acceptance of individual responsibility and accountability for all of our actions and decisions.

Excellence

Quality through continuous improvement.



A message from the Chief of Police

The men and women of the Burbank Police Department remain committed to providing professional, personalized police service to our community. As part of our commitment, we are focused on enhancing our existing practices and establishing our priorities to continuously improve our operations and the effectiveness of our service delivery as a contemporary law enforcement agency.

Over the past few years, we have seen many changes in the public safety profession. Several national events have diminished the public's trust in law enforcement, and together with a global pandemic, agencies have been required to reexamine and change established policies and procedures.



The Burbank Police Department remains focused on gathering feedback from the members of our community as a method of self-reflection and examination of how our organization is performing. Change and improvement is a collective effort that involves not only the Police Department but also the members of the Community whom we serve.

The 2023 – 2025 Strategic Plan was developed based on an analysis of external and internal factors that may affect the Department in the near future. It provides a framework for self-evaluation to identify strengths and weaknesses within our organization. Through thoughtful and careful analysis, the Strategic Plan serves as a guide toward internal progress by laying a foundation for contemporary law enforcement strategies. It has been developed with law enforcement best practices, policies, and procedures in mind while fostering advancements in training equipment and technology.

The goals contained in this Strategic Plan are critical to the success and future of the Department and will be reviewed to ensure their effectiveness in the Department's mission to provide professional public safety service to the Community. Furthermore, this plan is in direct alignment with the Department's Core Value of Excellence, which is underpinned by the concept of quality through continuous improvement.



Burbank Police Command Staff



Michael Albanese
Chief of Police



Courtney Padgett
Police Administrator



Denis Cremins
Captain
Administrative
Services Division



Adam Cornils
Captain
Patrol Division



J.J. Puglisi
Captain
Support Services
Division

Strategic Plan Goals

Following the evaluation process, the following Strategic Plan Goals were identified:

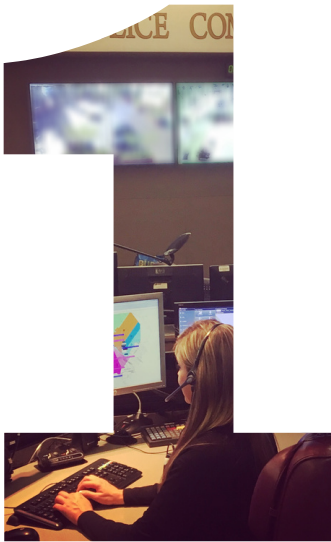
Optimize on Technology

Quality of Life Improvement

Succession Planning

Improve Operational
Effectiveness and Efficiency

Emergency Preparedness and
Crisis Readiness



Optimize on Technology

Initiative 1 - Replace End of Life Public Safety Technology Suite

Initiative 2 - Modernize Parking Control Process

Initiative 3 - Evaluate License Plate Reading Technology

Initiative 4 - Maximize Use of Existing Technology

Initiative 5 - Build Capability Through Emerging Technology

Optimize on Technology

Initiative 1 - Replace End of Life Public Safety Technology Suite

Action Items

- *Finalize and enter into an agreement with the selected vendor to replace the current CAD/Records/Report Writing/Jail software system.*
- *Complete full implementation of new public safety software system by 2024.*



Optimize on Technology

Initiative 2 - Modernize Parking Control Process

Action Items

- *Migrate parking citation management system to new citywide platform.*
- *Collaborate with professional service providers to enhance the provisions of parking enforcement services throughout the City.*



Optimize on Technology

Initiative 3 - Evaluate License Plate Reading Technology

Action Items

- *Implement a working group to evaluate the automated license plate reader (ALPR) equipment, software, the utility of ALPR for Department operations, and advancements in technology.*
- *Incorporate ALPR technology into the parking enforcement processes.*



Optimize on Technology

Initiative 4 - Maximize Use of Existing Technology

Action Items

- *Build an inventory of all internal technology systems.*
- *Assess the use of existing systems to ensure full utilization of system functionality across Department operations.*



Optimize on Technology

Initiative 5 - Build Capability Through Emerging Technology

Action Items

- *Research emerging technology.*
- *Establish a working group to review emerging technologies and develop recommendations for strategic acquisition and utilization of technology.*
- *Evaluate virtual reality technology to enhance training and management of high-risk incidents.*





Quality of Life Improvement

Initiative 1 - Enhance Provision of Mental Health Services

Initiative 2 - Identify Traffic Mitigation Strategies to Improve Safety for All Users of City Roadways

Initiative 3 - Optimize Social Media

Initiative 4 - Develop Community Video Sharing Program

Initiative 5 - Increase Community Engagement

Initiative 6 - Enhance Employee Wellness & Safety

Quality of Life Improvement

Initiative 1 - Enhance Provision of Mental Health Services

Action Items

- *Expand the Mental Health Evaluation Team (MHET).*
- *Increase MHET coverage to additional hours per day and days per week.*
- *Deploy a specialized vehicle to transport individuals experiencing a mental health crisis.*



Quality of Life Improvement

Initiative 2 - Identify Traffic Mitigation Strategies to Improve Safety for All Users of City Roadways

Action Items

- *Continue to develop a traffic safety education curriculum and provide education to the Community through a variety of formats.*
- *Collaborate with City Departments, community members, and stakeholders to identify traffic concerns and develop mitigation/resolution strategies.*
- *Conduct high visibility enforcement and specialized details to curb speeding and high-risk driving behaviors.*



Quality of Life Improvement

Initiative 3 - Optimize Social Media

Action Items

- *Leverage social media to provide educational and advisory information and remain connected with the Community.*
 - *Promote the Department's social media platforms and increase followers to enhance outreach to the Community.*
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Initiative 4 - Develop Community Video Sharing Program

Action Items

- *Collaborate with residents and businesses to encourage video sharing to deter and solve crime.*
- *Develop a voluntary video registry program for residential and business properties.*

Quality of Life Improvement

Initiative 5 - Increase Community Engagement

Action Items

- *Enhance outreach efforts through the development of new and innovative ways to engage with members of the Community.*
- *Develop methods to increase officer visibility within the Community.*



Quality of Life Improvement

Initiative 6 - Enhance Employee Wellness & Safety

Action Items

- *Conduct ongoing training for the peer support and wellness program to promote program functions to all personnel.*
- *Research and implement new, innovative, and sustainable wellness initiatives.*
- *Regularly integrate wellness programming into roll call and in-service training.*





Succession Planning

Initiative 1 - Strengthen Recruitment

Initiative 2 - Enhance Training

Initiative 3 - Explore Civilianization

Succession Planning

Initiative 1 - Strengthen Recruitment

Action Items

- *Recruit, hire, and train qualified sworn and non-sworn personnel with an emphasis on gender and ethnic diversity to meet authorized personnel strength.*
- *Evaluate and implement contemporary recruitment strategies in response to evolving challenges within the recruitment environment.*



Succession Planning

Initiative 2 - Enhance Training

Action Items

- *Expand internal and external training curriculum to provide development opportunities for all employees.*
 - *Develop and maintain a database of development and leadership training opportunities.*
 - *Conduct promotional seminars.*
 - *Increase employee membership and participation in professional service organizations.*
 - *Continue employee participation in formal leadership training, such as the Sherman Block Supervisory Leadership Institute, Command College, FBI National Academy, and Leadership Burbank.*
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Initiative 3 - Explore Civilianization

Action Items

- *Continually assess internal operations to identify duties as appropriate for reallocation from sworn to non-sworn personnel to ensure efficient utilization of resources.*



Improve Operational Effectiveness and Efficiency

Initiative 1 - Maintain Performance Measures

Initiative 2 - Pursue Industry Best Standards

Improve Operational Effectiveness and Efficiency

Initiative 1 - Performance Measures

Action Items

- *Establish, implement, and monitor performance measures for each operational area.*
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Initiative 2 - Industry Best Practices

Action Items

- *Regularly research and assess industry best practices.*





Emergency Preparedness and Crisis Readiness

Initiative 1 - Contemporary Incident Management

Emergency Preparedness and Crisis Readiness

Initiative 1 - Contemporary Incident Management

Action Items

- *Conduct a bi-annual review of the Department Emergency Operations Manual.*
- *Evaluate operational continuity of core public safety systems and requirements to maintain in the event of incidents such as natural disasters, critical incidents, cyber attacks, and civil unrest.*
- *Develop and continually review supplies and threshold needs to maintain a robust inventory for emergency response.*



Conclusion

Each Strategic Plan goal has specific objectives, which when met, will result in the fulfillment of that goal. Timelines have been established to create accountability and to ensure goals are met in a timely manner.

These objectives are critical to the success of the Burbank Police Department. The Executive Team has reviewed each strategy to ensure accuracy, effectiveness, and the furtherance of the Department's mission and values. The Strategic Plan is a living document and will be updated as necessary, based on feedback from internal and external stakeholders.

The Chief of Police will add the progress of the Department's Strategic Plan as a regular agenda item in the Management Team meeting. The Commanding Officer of the Administrative Services Division will have primary responsibility for tracking the overall progress of the Strategic Plan and updating the Chief of Police regularly.