



Burbank Police Department
Established 1911

MISSION STATEMENT

Our mission 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 our actions and decisions

Excellence

Quality through continuous improvement

BURBANK POLICE DEPARTMENT

STRATEGIC PLAN

2017 through 2019

The Burbank Police Department is an organization committed to service and excellence through continuous evaluation and improvement. The men and women of our Department strive to foster a positive working relationship with the community, with a focus on building and maintaining trust through community policing efforts, crime reduction, and other contemporary law enforcement strategies.

The Burbank Police Department is not unlike any other professional organization, as we also face unique and demanding challenges. The culture of law enforcement has changed significantly, both at local and national levels. The need to embrace these changes and adapt accordingly is critical in our mission to provide quality and professional police services to the community. It is imperative that our Department identify the challenges we face not just today, but also in the future. The Burbank Police Department will heed these challenges by taking advantage of opportunities to overcome them through a series of goals and objectives dedicated to improvement and development.

The 2017-2019 Burbank Police Department Strategic Plan has been formulated for the purpose of self-examination, in order to improve the services we provide and help in identifying the need for internal progress, which is accomplished through organizational changes. This Strategic Plan is centered on the adoption of law enforcement best practices and policies, contemporary training, equipment, and technology. Most importantly, the Strategic Plan is focused on reinforcing the Burbank Police Department's duty to preserve and uphold the rights of all persons, a commitment towards teamwork and fairness, and a commitment to embracing change, transparency and accountability through internal and external oversight.

This plan will be reviewed regularly by the Burbank Police Executive Team in order to ensure accountability and to adjust for changing circumstances.

Scott LaChasse
Scott LaChasse
Chief of Police

BURBANK POLICE DEPARTMENT 2017-2019 STRATEGIC PLAN

STRATEGIC PLANNING PROCESS

At the direction of Chief Scott LaChasse, a strategic planning committee was created to initiate the strategic planning process. The Strategic Planning Committee of 2017 was chaired by a Captain and included members of various ranks, organizational components, and all three labor groups. Members of the Committee met regularly starting in January 2017 and identified the strategic issues for the next three years. The process included an assessment of external and internal factors that may affect the Police Department and attempted to forecast challenges the Department is likely to encounter during the next three years. Based on the forecasted challenges and opportunities, the Committee developed a plan that will serve as a roadmap to guide the Department's strategic efforts during the next three years. Being a "living" document, the Plan will be subject to review and modification as necessary.

ASSESSING THE INTERNAL AND EXTERNAL ENVIRONMENTS

The Committee utilized the SWOC Analysis Method to evaluate the Department's Strengths, Weaknesses, Opportunities, and Challenges.

In addition to the work of the Committee, the Department also received invaluable feedback through a community survey conducted in April 2017. The Committee considered the results of the survey in forming the strategic plan.

MISSION STATEMENT AND CORE VALUES

As part of the celebration of its Centennial Anniversary in 2011, the Burbank Police Department formed a committee to formulate a new mission statement and core values by evaluating the Department's current mission and contemporizing its core values.

Following their research and discussions, the Committee developed a new mission statement and core values to help the Department begin its second century of service to the community. The mission statement and core values are living documents, which continue to hold true as the Department continues to fulfill its commitment to the community of Burbank.

ANTICIPATED WORKLOADS

The Police Department is anticipating increase in workloads due to recent (AB109, Prop 47, Prop 57) and anticipated legislation. The Department will conduct ongoing assessment of workloads.

BURBANK POLICE DEPARTMENT 2017-2019 STRATEGIC PLAN

IDENTIFY THE STRATEGIC ISSUES FACING THE ORGANIZATION

Following the evaluation of the research, analysis, and the feedback from internal and external stakeholders, the Strategic Planning Committee and the Executive Team identified the below listed five categories of strategic goals.

1. Quality of Work
2. Work Environment
3. Technology
4. Administration
5. Delivery of Services

FORMULATE STRATEGIES TO MANAGE THE ISSUES

Each goal has specific objectives which, when met, will result in achieving the goal. These objectives have timelines associated with them in order to create accountability and ensure they are met in a timely manner. Each objective is critical to the success of the Department and has been reviewed to ensure that it supports the Department's overall mission.

The Chief of Police will assign responsibility to a captain for each objective to ensure accountability and timely progress in accomplishing these goals.

REVIEW AND ADOPT THE STRATEGIES OR STRATEGIC PLAN

The Executive Team has reviewed each strategy to ensure accuracy, effectiveness, and support of the mission and values of the Burbank Police Department. Once published, the Department will continually accept feedback from internal and external stakeholders and update the plan as necessary to ensure it a living and relevant guide for the Department.

DEVELOP AN EFFECTIVE IMPLEMENTATION PROCESS

The Chief will introduce the final Strategic Plan to members of the Management Team. The Chief will explain the strategic issues and how they support the mission of the Department, with emphasis on personal and professional accountability.

The Chief will add the progress review of the Department's Strategic Plan as a regular line item to the monthly Management Team Meeting Agenda. The Deputy Chief will have primary responsibility for tracking the overall progress of the Strategic Plan and updating the Chief regularly.

Quality of Work

Strategic Goal: Continue to enhance the overall quality and consistency of work by increasing competencies, reducing redundancies, and leveraging technology.

Mission Support: Providing high quality police services requires employee awareness of the high standards expected of them and requires that they are developed to those standards.

Objective 1 –Supervisor Oversight and Accountability

Reinforce excellence while streamlining systems for workflow and decreasing redundancy by optimizing technology.

Initiatives:

- Patrol Lieutenants approve 80% of original police reports.
- Include discussion of workflow inefficiencies during monthly Management Team meetings.
- Achieve and maintain full staffing levels in each division of the Department and monitor status during monthly Management Team meetings.
- Coordinate recruitment for all positions within the COPS Bureau.

Objective 2 – Consistency of Supervisory Practices

Improve communication among supervisors and managers through daily mentoring and collaboration.

Initiatives:

- Continue to hold daily/weekly Crime Control meetings.
- Continue to ensure continuity and consistency of policy implementations.

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Objective 3 – In-Service Training

Implement formalized training protocols to ensure personnel remain current with existing legal, professional, and criminal trends, practices, and concerns affecting law enforcement.

Initiatives:

- Hold semi-annual documented in-service training sessions in year 2018 incorporating legal updates and pertinent case law developments in addition to other relevant updates/training related to current crime trends and best practices.
- Hold quarterly documented in-service training sessions in year 2019 incorporating legal updates and pertinent case law developments in addition to other relevant updates/training.
- Track the number of in-person attendees and the number of employees who view the video.
- Track the progress of employees needing to make-up training.

Objective 4 – Policies

Evaluate Department policies on an ongoing basis in order to ensure they are clear, concise, and contemporary.

Initiatives:

- Select key policies for review at the beginning of each year through a survey of supervisory and line-level personnel
- Document the review of those policies by the end of the fourth quarter each year.

Work Environment

Strategic Goal: To ensure that all employees meet the highest ethical and professional performance standards.

Mission Support: Providing high quality police services requires employee awareness of the high standards expected of them and requires that they are developed to those standards.

Objective 1 – Enrichment and Networking Opportunities

Encourage continuous development of strong leadership at all levels, reinforce quality work, support morale-building events, and work in partnership with employee labor associations.

Initiatives:

- Encourage sworn supervisors to attend Supervisory Leadership Institute
- Encourage sworn managers to attend Command College and/or FBI National Academy
- Encourage sergeants and lieutenants to attend IACP (International Association of Chiefs of Police) conferences
- Encourage sworn and non-sworn participation in conferences of organizations such as WLLE (Women Leaders in Law Enforcement), NOBLE (National Organization of Black Law Enforcement Executives), NAPOA (National Asian Peace Officers' Association), NLPOA (National Latino Police Officers' Association)
- Support attendance at other leadership conferences/training and POST sponsored training
- Hold semi-annual meeting with sergeants, lieutenants, and command staff
- Participate in Baker to Vegas relay
- Continue to support the Burbank Police Foundation Awards Luncheon
- Facilitate participation in Professional Organizations
- Encourage voluntarism and participation in community service organizations
- Track commendations issued to members

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Objective 2 – Evaluation Forms and Process

Improve the employee evaluation process to provide timely and valuable feedback regarding work performance.

Initiatives:

- Research contemporary evaluations for sworn and civilian police employees.
- Investigate feasibility/suitability of evaluation form unique to the Police Department.

Objective 3 – Workload Study

Provide staffing to support the Department's mission as well as community expectations of service.

Initiatives:

- Develop standards for baseline levels of service through internal and external input.
- Research efficient data collection and analysis mechanisms.
- Analyze average workload for current landscape and forecast increased demands annually.
- Plan for staffing to meet community standards and expectations.
- Explore additional analyst staffing to assist with workload/statistical analysis.
- Investigate the civilianization of certain sworn positions for increased effectiveness.

Objective 4 – Employee Wellness

Educate employees regarding the resources available to them and cultivate a positive work environment.

Initiatives:

- Coordinate with the Management Services Department to facilitate annual wellness fairs at the Department with representation from the various resources available to employees.
- Examine and where appropriate implement the recommendations of the Final Report of the President's Task Force on 21st Century Policing (May 2015) on officer wellness and safety.
- Develop a wellness committee to make recommendations for improvement.
- Ensure every officer is provided with tactical first aid kits and training
- Continue to provide training to officers to raise awareness of the consequences of failure to wear seat belts and engaging in unsafe driving behavior

Technology

Strategic Goal: To provide technology in a secure environment that supports the Department operationally and administratively, while enhancing our ability to best serve the public and to build and maintain community trust and legitimacy.

Mission Support: Providing professional police services to the community.

Objective 1 – Smart and Developing Technology Research

Research and evaluate crime-fighting technology while educating the Community on its value to maintaining/enhancing public safety.

Initiatives:

- Study emerging technology and facilitate increased use of current technology (e.g. automated license plate readers) to assist in combating/solving crime

Objective 2 – In-Car and Body Worn Camera System

Explore technology to increase accountability, transparency, and public trust while conducting community outreach to educate the public and evaluate the demand for its implementation.

Initiatives:

- Educate the community regarding in-car cameras and body worn camera technology through public service announcements and social media

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Objective 3 – Electronic Recordkeeping

Develop a committee including end users to determine the pros and cons of electronic recordkeeping.

Initiatives:

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- In partnership with the City, examine the feasibility to transitioning the Department to electronic recordkeeping and to identify funding sources

Administration

Strategic Goal: Develop and maintain efficient and professional methods of communication to better share valuable information with members of the Department and the community.

Mission Support: Providing professional police services and working in partnership with the community require effective means of communication.

Objective 1 – Accountability

Ensure accountability at all levels of the organization.

Initiatives:

- Continue to discuss budget performance measures and progress at monthly Management Team meetings
- Track Department budget at monthly Management Team meetings
- Discuss lessons learned from audits in Monthly Management Team meetings

Objective 2 – Succession Planning

Succession planning helps reduce the adverse impact of personnel vacancies on the Department. A regularly updated plan and process will help consistently identify employees who show leadership potential that may assist with filling future vacancies.

Initiatives:

- Support employee initiated mentoring
 - Work with Management Services Department to eliminate lifetime appointments to specialized units and provide for rotation of assignments
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Delivery of Services

Strategic Goal: To meet the Community's needs for prevention, preparation, response, and recovery from preplanned and emergency events.

Mission Support: Protection of life and priority is the core mission of the Police Department and the fundamental need of the community.

Objective 1 – Public Communications

Conduct community outreach in support of community oriented policing strategies.

Initiatives:

- Regularly measure community approbation through community surveys.
- Continue to encourage officers to engage the community frequently and informally during their daily duties
- Continue to host Coffee with a Cop events at various locations throughout the City on a quarterly basis
- Explore avenues to better market those community programs identified in the 2017 Community Study as least familiar to the Community
- Continue to hold Community and Youth Academies in various languages

Objective 2 – Social Media Influence

Explore avenues to optimize on social media opportunities while coordinating announcements with the City and Fire Department PIOs.

Initiatives:

- Establish policy positions on politically sensitive issues prior to police intervention
- Provide direction on social media platforms regarding established mechanisms for police services