



# BURBANK POLICE DEPARTMENT STRATEGIC PLAN 2011



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## Preface by Police Chief Scott LaChasse



The City of Burbank is a great place to live, work, and visit. A community of just over 100,000 residents, Burbank retains a small-town feel despite being situated in a county of nearly ten million people. Many of the City's residents choose to live in Burbank specifically for the outstanding quality of life that is provided by City Services.

The Burbank Police Department has a long history of service and protection which is enhanced through established relationships in the community. These relationships, and a commitment to service, earn the Burbank Police Department tremendous public support and respect.

The results of a 2010 Godbe Research resident survey indicated that 85 percent of residents reported being satisfied with the job the Burbank Police Department is doing to address neighborhood concerns (56 percent "very satisfied" and 29 percent "somewhat satisfied"). The survey also revealed that 96 percent of residents are highly satisfied with the overall quality of life in the City of Burbank.

Beginning in 2007, a series of events occurred which illuminated areas of the Department that were in need of enhancement and contemporary evolution. This Strategic Plan is aimed at addressing those concerns and other areas identified through a process of self-examination for dynamic change and continuous improvement. Through this process, our Department is constantly fine-tuning its operations and tactics by harvesting best practices in an effort to provide the community with the finest police services possible. The reform of the Department is everyone's responsibility.

It is the intent of this Strategic Plan to provide the Department with updated equipment and technology, to enhance operations through training and planning, and increase accountability and transparency with a culture of openness, integrity, and reverence for the law. It is our strong belief that this Strategic Plan will advance the Department as a leader within the law enforcement profession and will brand the agency as professional, progressive, and cutting-edge.

*Scott LaChasse*

SCOTT LaCHASSE  
Chief of Police.

## **Preamble**

On December 28, 2007, several members of a violent international gang committed a “take-over style” robbery of a popular local bakery. Suspects entered the rear door of the bakery, tied up and beat employees, and demanded cash. Investigators of the Burbank Police Department conducted a criminal investigation of the robbery that led to the issuance of several search warrants, the arrests of numerous suspects, and the conviction of several members of the gang for robbery.

In early 2008, the Department self-initiated an internal administrative investigation into allegations of excessive force related to the investigation of the robbery. Several months later, the internal administrative investigation was completed without sufficient facts to sustain any misconduct allegations.

In April 2009, new information was uncovered that led the former Chief of Police to order that the internal administrative investigation of the incident be re-opened. An outside investigator was subsequently retained to re-open the internal administrative investigation. Additionally, the Los Angeles County Sheriff's Department was requested to conduct a criminal investigation on the matter.

In May 2009, five members of the Department filed a lawsuit alleging widespread and long-standing discrimination within the Department. Tragically, in October 2009, a Department member committed suicide. In December 2009, the former Chief of Police retired.

In January 2010, Scott LaChasse, a former Deputy Chief with the Los Angeles Police Department, was appointed Interim Police Chief. In the subsequent months, Tom Angel, a former Division Chief from the Los Angeles County Sheriff's Department, was appointed as Deputy Chief, and Michael Albanese, formerly a Lieutenant from the Los Angeles Police Department, was appointed as the Captain of the Patrol Division. In the fall of 2010, Denis Cremins, a former Captain with the Los Angeles Police Department, was appointed as the Captain of the Investigation Division.

In April 2010, the internal administrative investigation was concluded with findings that sustained misconduct against several members of the Department. As a result, ten officers of various ranks were terminated, including a Lieutenant and Captain.

While many of these events over the past two years have been disruptive and demoralizing to the organization, it is important to recognize that the misconduct was brought to light from within the Department. It is also critical to recognize that the overwhelming majority of Burbank Police Officers serve and continue to serve this great community by honoring the Department's core values -- Respect, Integrity, and Excellence.

This Strategic Plan has been created to stabilize the organization and catapult it forward as a premier law enforcement agency. The Strategic Plan recognizes and identifies external independent oversight of the Department as a critical strategy which incorporates the interim services of the Office of Independent Review and long-term oversight plans. Additionally, the use of an Ombudsman is being studied to enhance the accessibility and impartiality of the citizen complaint process, and to provide openness to complaints from employees.

The Strategic Plan focuses on organizational changes which are operational and administrative in nature. These changes are centered on the adoption of law enforcement best practices and policies, and in contemporizing training, equipment and technology. Most importantly, these reforms are dedicated to reinforcing a culture which is rooted in the duty to preserve and uphold the rights of all persons, a commitment towards teamwork and fairness, and one which embraces change, transparency, and accountability through internal and external oversight.

## Introduction



Burbank's legacy as the "Media Capital of the World" is supported through the location of the world's largest media companies including the Walt Disney Company, Warner Bros., NBC Universal, Nickelodeon, Cartoon Network and ABC. In addition to three major studios, Burbank is home to 700 media-related companies including television networks, broadcasting companies and music labels.<sup>1</sup>

Burbank is one of America's Best Communities for Young People as declared by America's Promise Alliance, the nation's largest alliance dedicated to children and youth. Burbank is the only city in Los Angeles County to be named to the list.<sup>2</sup>

Burbank boasts 23 city parks representing more than 150 acres of open space and a number of innovative recreational facilities. Included is a 27-hole golf course, a skate park, basketball courts, three senior centers, indoor gymnasiums and miles of hiking trails in the Verdugo Mountains.<sup>3</sup>

The City of Burbank undertakes its economic development activities through business retention and attraction efforts, workforce assistance, and marketing and advertising. Burbank also has a Commercial Building Rehabilitation Loan Program for eligible properties in the City Centre, Golden State, and South San Fernando Redevelopment Project Areas. The newly formed Verdugo Jobs Center Annex (the Workforce Connection) will provide a link between Burbank residents seeking employment opportunities and employers looking to fill positions.

While Burbank is a vibrant and exciting community, it is challenged by a variety of complex societal issues: crime, traffic, poverty, changing demographics, pollution, and reduced state and federal funding. Burbank has not been immune to the consequences of the recent economic downturn. Homelessness, mental health issues and assaults have increased which may be attributed to society's adjustment to the challenges posed by a very tough economy. All levels of government have the responsibility to adjust to these economic times by critically

<sup>1</sup> <http://www.burbankca.org/redevelopment/econdev/>

<sup>2</sup> [http://www.burbankca.org/redevelopment/econdev/move/move\\_quality.html](http://www.burbankca.org/redevelopment/econdev/move/move_quality.html)

<sup>3</sup> [http://www.burbankca.org/redevelopment/econdev/move/move\\_services.html](http://www.burbankca.org/redevelopment/econdev/move/move_services.html)

evaluating the manner in which they provide services, and adopting new practices to ensure the highest possible efficiency.

# The “Guardians”

by Sheila Cavalluzzi



The bronze figures represent two branches of public service and qualities unique to each. Bonded together, they symbolize combined strength and a commitment to the protection of their community. The Peace Officer depicts an attitude of strength and protection. His right hand holds a radio and his other hand drops down across the corner of the inscription - a reminder that an altruistic human being stands before you. The Firefighter plunges into his work, able and with purpose. The sweeping motion of his torso assures us of his devotion to our safety citywide. The watchful gaze of each figure looks across the entrance of the Police and Fire Headquarters, respectively; they are clearly guardians of the people of Burbank.<sup>4</sup>

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<sup>4</sup> [http://www.ci.burbank.ca.us/index.aspx?page=993#The Guardians](http://www.ci.burbank.ca.us/index.aspx?page=993#The%20Guardians)

## **MISSION STATEMENT**

*Our mission is to protect life and property,  
provide professional police services,  
and work in partnership with the community.*

## **CORE VALUES**

### ***RESPECT***

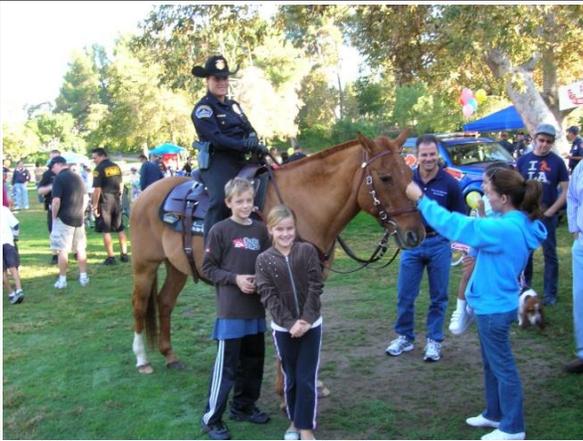
*Protect the rights and dignity of all people as determined by  
the United States Constitution and the laws of the State of California*

### ***INTEGRITY***

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

### ***EXCELLENCE***

*Quality through continuous improvement*



# Law Enforcement Code of Ethics

**As a Law Enforcement Officer,** my fundamental duty is to serve mankind; to safeguard lives and property; to protect the innocent against deception, the weak against oppression or intimidation, and the peaceful against violence or disorder; and to respect the Constitutional rights of all men to liberty, equality and justice.

**I will** keep my private life unsullied as an example to all; maintain courageous calm in the face of danger, scorn, or ridicule; develop self-restraint; and be constantly mindful of the welfare of others. Honest in thought and deed in both my personal and official life, I will be exemplary in obeying the laws of the land and the regulations of my department. Whatever I see or hear of a confidential nature or that is confided to me in my official capacity will be kept ever secret unless revelation is necessary in the performance of my duty.

**I will** never act officiously or permit personal feelings, prejudices, animosities or friendships to influence my decisions. With no compromise for crime and with relentless prosecution of criminals, I will enforce the law courteously and appropriately without fear or favor, malice or ill will, never employing unnecessary force or violence and never accepting gratuities.

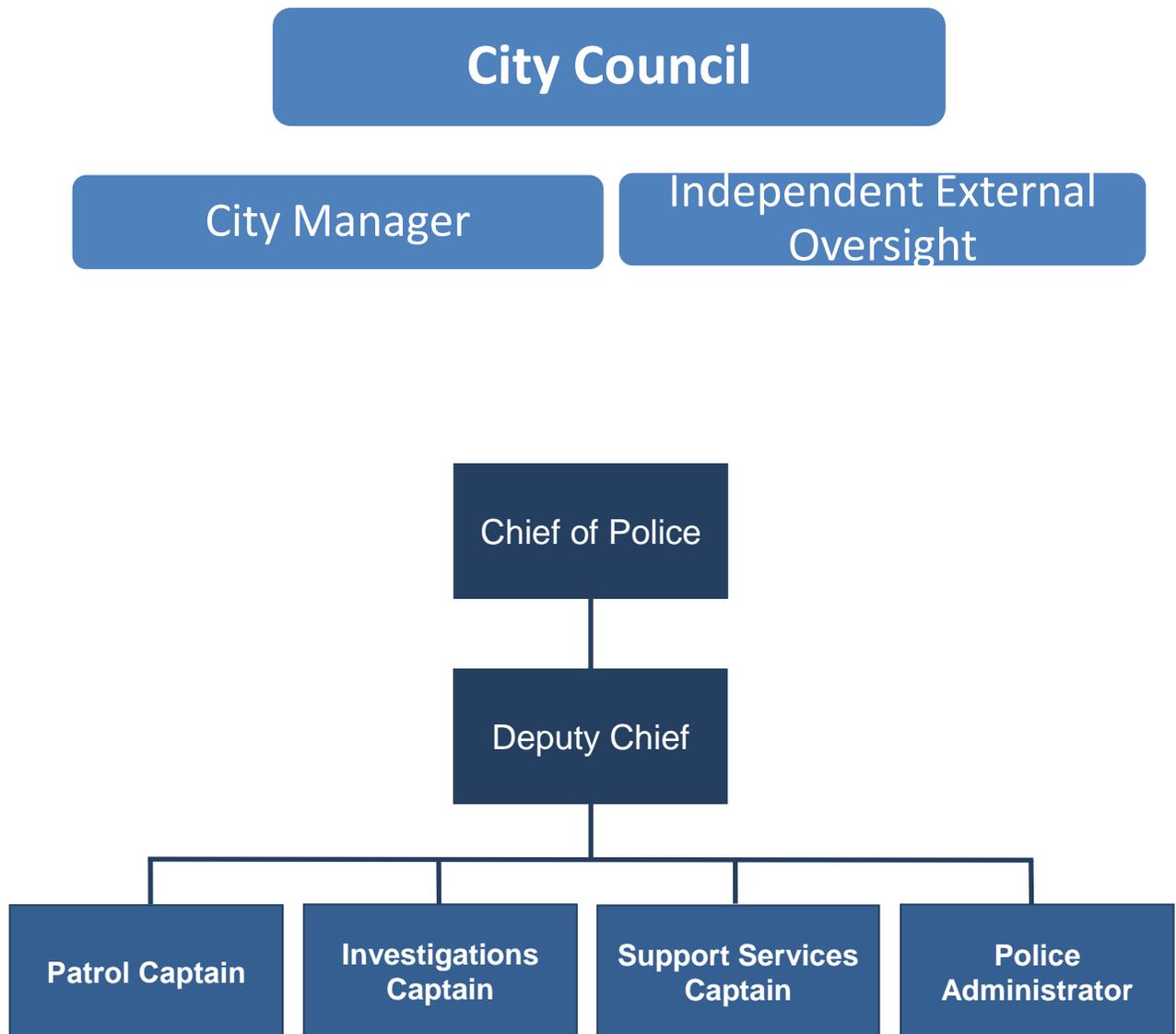
**I recognize** the badge of my office as a symbol of public faith, and I accept it as a public trust to be held as long as I am true to the ethics of the police service. I will constantly strive to achieve these objectives and ideals, dedicating myself before God to my chosen profession...law enforcement.



The City of Burbank officially kicked off its year-long Centennial Celebration and commemorated the 100th anniversary of its incorporation date on July 8, 2011!

During Burbank's 100<sup>th</sup> Anniversary Celebration, the traditions of our City's past, present, and future will be highlighted. The Burbank Centennial mission is for all people who live, work, and play in Burbank to celebrate the City's 100<sup>th</sup> Birthday through events and activities that: create civic pride; foster and highlight community partnerships; and honor the past, celebrate the present, and anticipate the future.

# Department Organization





**The Administrative Services Division**, commanded by Deputy Chief Tom Angel, provides services necessary to support the operation of the other divisions in the Department and assure quality control. These services are provided by the Community Outreach and Personnel Services Bureau, which handles media relations, training, backgrounds on applicants and Community Policing Programs; the Office of the Chief of Police; and the Professional Standards Bureau, which incorporates Manuals and Orders and the Audit and Inspections Units; and, the Internal Affairs Bureau.



**The Patrol Division**, commanded by Captain Michael Albanese, is responsible for responding to all calls for services, conducting field initial investigations and preventing crime through proactive, directed and non-directed patrols. Patrol Division personnel are first responders to critical incidents and major events. The Division consists of the Special Response Team for resolution of critical incidents, the K-9 Unit, Park Patrol, Air Support, Gang Enforcement Team, the Bicycle Detail and Parking Control. This Division also oversees the

Police Reserve Detail, a group of very dedicated volunteer peace officers selected from the community to assist the Police Department in its mission.

The Traffic Bureau, also a component of the Patrol Division, regulates and enforces pedestrian and vehicular traffic laws, parking laws and investigates traffic collisions. This Bureau is responsible for providing traffic education to the public as well as overseeing Parking Control. As a production center for the motion picture and television industry, the City of Burbank actively promotes a positive atmosphere for production companies wishing to film within the City limits. The Film Permit Section is under the supervision of the Traffic Bureau.



**The Investigation Division**, commanded by Captain Denis Cremins, is responsible for conducting criminal investigations as well as collecting and analyzing evidence to support criminal prosecutions. The Investigation Division consists of the Crimes Against Persons Bureau, the Crimes Against Property Bureau, the Forensics Bureau, the Juvenile Detail and the Vice/Narcotics Detail. The Juvenile Detail oversees the two School Resource Officers (SROs).

The Identification Section was renamed the Forensics Bureau to better reflect its role in crime scene processing and evidence collection. The Forensics Bureau processes crime scenes to collect and preserve evidence and conducts latent fingerprint comparisons using the Los Angeles Automated Fingerprint Identification System and the Integrated Automated Fingerprint Identification System (IAFIS) to identify suspects. The IAFIS is a national fingerprint and criminal history system maintained by the Federal Bureau of Investigation (FBI), Criminal Justice Information Services (CJIS) Division. The IAFIS maintains the largest biometric database in the world.



**The Support Services Division**, commanded by Captain Ron Caruso, replaces the Special Operations Division. The Division consists of bureaus and units that provide logistical and personnel services and support for the other divisions of the Department. The Record Bureau, the Animal Shelter, Property and Evidence Section, Communications, Jail, and Crime Analysis Units support the law enforcement mission of the Department. The Division also assumed the responsibility of researching and assessing emerging technology in law enforcement.

The Record Bureau is responsible for the gathering and disseminating of all confidential information relating to arrests and detention of adults and juveniles. Responsibilities also include dispatching criminal information to field officers, searching female prisoners, data entry, and assisting citizens at the public counter. The Bureau also oversees Citation Management which is responsible for processing parking tickets and scheduling appeals.

The Crime Analysis Unit prepares data and information related to actual and anticipated criminal activity, trends and patterns. The Unit prepares an analysis of specific crimes by area and section, and presents the information to administrative staff for decision-making purposes.

The Building Services/Property and Evidence Section ensures the proper storage and disposal of all property in the Department's custody in accordance with applicable laws, and accurately documents the chain of custody for the court. The Unit also continually monitors the building's security system and addresses all building maintenance issues.

The Jail is responsible for the care and custody of arrestees housed by the agency until their release from custody or transfer to another agency or the court.



**The Budget and Finance Division**, commanded by Police Administrator Josephine Wilson, is responsible for the fiscal operation of the Department under four key components; budget management, payroll, purchasing and grants management. Amidst these challenging financial times, this Division is tasked with developing the annual budget, tracking annual expenses and providing financial reports for the Command staff. An audit function will also be added to ensure timely deposit of cash receipts Department wide.

The Division processes the bi-weekly payroll for over 280 permanent and part-time employees and ensures timely updates to scheduling, hiring and promotional information.

The purchasing function includes logging purchase requests, initiating purchase orders or contracts, administering vendor contracts and agreements, and processing invoice payments for all material and service requirements of the Department.

In addition to managing all Department wide funds, the Budget and Finance Division oversees numerous Federal and State grants as well as managing special revenue for short-term projects. This process includes reviewing solicitations for available funding, preparing and submitting grant applications, administering existing grant programs, submitting regular State and Federal grant reports, preparation for grant audits and disposition of grant equipment. These grants are crucial in supporting some critical Strategic Plan objectives relative to funding officer positions, purchasing equipment, enhancing law enforcement efforts, providing additional training and improving technology.

# **ADMINISTRATIVE DIVISION**

**Deputy Chief Tom Angel**

## **ADMINISTRATIVE DIVISION**

**Strategies within the Administrative Division are the responsibility of Deputy Chief Tom Angel**

The Administrative Division includes the Community Outreach and Personnel Services (COPS) Bureau, which handles media relations, training, applicant backgrounds, and community relations and policing programs; Internal Affairs Bureau and the Professional Standards Bureau, which incorporates the Manuals and Orders Unit and the Departmental Audits/Inspections Unit.

### **Strategy Status Legend**

- ✓ Signifies a strategy that has either been completed or implemented
- Signifies a strategy that will be completed or implemented in the near future

## **CRITICAL STRATEGIES**

### ***Department Reorganization***

- Several Divisions of the Department have been re-organized to meet current demands, increase efficiency, and align the organization in a more contemporary fashion. The Special Operations Division was renamed the Support Services Division. The Traffic Bureau was moved from the Special Operations Division to the Patrol Division. The Intelligence Officer now reports to the Investigative Captain instead of the Deputy Chief, and the Air Support Unit was moved from the Special Operations Division to the Patrol Division. Citation Management was moved from the Traffic Bureau to the Support Services Division. The Gang Enforcement Team was moved to the Patrol Division
  - ✓ Implemented August 2010
- Internal Affairs Bureau was added to the Administrative Division to assume critical or complex internal investigations from the Professional Standards Bureau.
  - ✓ Implemented August 2010
- Create a Manuals and Orders Unit within the Professional Standards Bureau to develop and update Department policies and manuals. The new responsibilities of the Professional Standards Bureau include: drafting policy and directives, conducting audits and inspections, assessing risk management issues and acting as the Department's liaison to the City Attorney's Office and Management Services Department.
  - ✓ Completed November 2010

### *Department Auditing*

- Establish an internal audit team to inspect critical areas of the Department including Jail, Property and Evidence, Traffic, Investigations, Forensics, Records, and the Communications Center. The purpose of the audit team is to determine if each operational area is complying with Department policies and procedures as well as law enforcement best practices.
  - ✓ Completed August 2010
- Create a matrix of recurring internal audits (i.e., Property and Evidence Section, Email System, MDC messages, and other areas of concern).
  - ✓ Completed summer 2011

### *Department Policy Adoption*

- Adopt a new Department Policy Manual through the use of a professional policy service (Lexipol). Upon adoption of the new manual, the Department intends to use a web-based Daily Training Bulletin component of the Lexipol service to provide on-going training and testing of policies. This will ensure employees' knowledge and understanding of the policies.
  - Complete by 2012
- Establish a Department Directive system for introducing policies to the Department.
  - ✓ Completed spring 2010
- Establish a Directive for recording suspect interviews.
  - ✓ Completed February 2010
- Establish a Directive for interviewing informants.
  - ✓ Completed February 2011
- Establish Internal Affairs Bureau roll-out protocols for critical incidents.
  - Complete by fall 2011
- Adopt a comprehensive policy which prohibits biased (racial profiling) policing practices. The policy will include mandated training requirements and investigative protocols to ensure assertive, thorough, and appropriate resolution of all complaints of biased policing.
  - Complete by fall 2011
- Adopt a policy which requires field personnel to provide their name and badge number if requested. If requested, this information will be provided in writing.
  - Complete by fall 2011
- Adopt a policy for conducting photographic line ups and field identification of suspects. The policy will include recognized best practice requirements for blind administration, documentation protocols, and several other requirements to ensure that these practices are conducted professionally, fairly, and competently.

- Complete by fall 2011
- Review and update the Department K-9 search and deployment policy.
  - Complete by fall 2011
- Adopt a contemporary vehicle pursuit policy which incorporates best practices and legal standards for deployment, proper management, reporting, and post-incident review.
  - ✓ Completed summer 2011
- Provide training related to the new pursuit policy.
  - ✓ Completed summer 2011
- Adopt a contemporary emergency vehicle operation (Code-3) policy based on best practices and legal standards. Evaluate call types and circumstances which may be added for Code-3 operations and guidelines for multiple unit responses.
  - Complete by fall 2011
- Provide training related to the new Code-3 policy.
  - Complete by fall 2011

#### *Use of Deadly Force Policy*

- *In comparing the former and revised BPD use of force policies, similarities are noted in the authority for officers to apply force; however, the revised policy provides a comprehensive system of reporting, review and increased accountability.*

#### **Former BPD policy:**

- Officers were allowed to shoot at or from a moving vehicle to defend themselves or others from death or serious injury, to prevent a crime in which human life was in serious jeopardy, or to apprehend a fleeing suspect for a crime involving the use of deadly force.
- A shooting review board was convened to act as a fact finding body to determine whether or not the use of deadly force was in compliance with Department policy, and to make training or other recommendations to improve the performance of officers in similar situations in the future. The board's findings were then sent to the Chief. The composition of the shooting board consisted of three people, chaired by a Captain and having at least one member of the same rank as the officer involved in the incident.
- Review of non-deadly force was conducted by the Division Captain to determine whether: Department rules, policy, or procedures were violated; whether disciplinary action was warranted; or, training revisions were required.

### **Revised Use of Deadly Force Policy:**

- ✓ Implemented February 2011
- The revised use of deadly force policy of the Burbank Police Department has been structured based upon a framework of best practices and contemporary policies of other large and mid-sized law enforcement agencies of Los Angeles County.
- The new policy requires officers to use good tactics to avoid placing themselves in the path of moving vehicles to prevent the need to use deadly force against suspects in moving vehicles. Allows shooting at approaching vehicles that the officer reasonably believes poses an immediate threat of death, or serious physical injury to the officer, or another person, only if there is no other reasonable alternative.

### **Revised Use of Force Policy**

- The new policy provides numerous factors to be considered when evaluating the reasonableness of force, such as: criteria for applying pain compliance techniques, and various physical restraints.
- The new policy reinforces a prompt verbal notification to a supervisor. Complete and accurate documentation of the use of reportable physical force is required in police reports.
- The new policy provides detailed protocols for Sergeants and Lieutenants to follow in their review and evaluation of force application. Comprehensive documentation requirements have also been added to the policy.
- The new policy requires a request to the Los Angeles County District Attorney's Office to conduct independent investigations of deaths of persons in the custody of BPD where the use of force may have been a proximate cause of the death.
- A use of force Supervisor Worksheet has been developed and will be implemented with the new policy. The Supervisor Worksheet will facilitate timely entries of use of force incidents into the Department's Early Warning System.

### ***Critical Incident Review Board (CIRB)***

- The CIRB was created through a Department Directive as a critical layer of comprehensive internal oversight by the entire Command Staff to administratively review all critical or serious incidents deemed appropriate by the Chief of Police or his designee, for adherence to policies or procedures. In addition, and as needed, the CIRB will recommend

changes in policy, procedure, training, and/or equipment. Events reviewed by the CIRB include:

- Officer Involved Shootings (OIS),
- In-Custody Deaths, any On-Duty death or serious injury of a Department employee
- Any criminal investigation involving an employee
- All use of force incidents
- Any sexual harassment or racial discrimination allegation made by or to an employee within the workplace
- Any sustained citizen's complaint or administrative investigation
- Reportable use of force
- Vehicle pursuits
- Property damage resulting from any act by an employee
- K-9 bites
- Traffic collisions with injuries involving an on-duty employee
- Any sustained citizen's complaint or administrative investigation reviewed at the direction of the Chief of Police, or at the request of the Division Captain or Deputy Chief
- Any incident that may result in substantial City liability
- Traffic accidents with or without injuries involving police vehicles operating Code-3
- Any other incident or occurrence as requested by the City Attorney

The composition of the CIRB consists of the Deputy Chief, or his designee, and two Captains. Subject matter experts may assist the CIRB as necessary. The CIRB will assess policies, procedures, training and equipment as they apply to the incident and, when appropriate, recommend changes to the Chief. The Chief has the final authority to accept or modify the findings of the CIRB.

✓ Implemented September 2010

### ***Early Warning System***

- Early in the review of the Department, an Early Warning System was identified as a priority as an internal oversight tool for increasing command staff accountability to the community, for reducing officer injuries, reducing liability, and to identify and address officer training needs. The IA Pro Early Warning System (EWS) is a data-based police management software tool designed to identify potentially problematic behavior and allow early intervention measure and to assist in identifying deficiencies in supervision, management, and policies. IA Pro EWS data is available to: regularly and affirmatively promote best professional police practices,

accountability and proactive management, to manage the risk of police misconduct and potential liability, to evaluate and audit the performance of officers and units, identify, manage, and control at-risk officers, conduct, and situations.

✓ Implemented April 2010

- The BPD IA Pro EWS is configured to track the following types of incidents: Citizen Complaints, Department initiated Administrative Investigations, use of force incidents, firearm discharges, vehicle pursuits, vehicle accidents, claims, lawsuits, administrative reviews (an inquiry of general concern that does not rise to the level for a formal investigation) and Pitchess Motions. Data input began in April of 2010, with plans to input 2009 historical data.
  - ✓ Completed spring 2010
- Expand the use of the EWS by acquiring the “Blue Team” module. Blue Team extends accessibility of the system to line-level supervisors to enhance supervisor engagement with officers and early recognition of trends. Blue Team will also improve the timeliness of data entry.
  - Complete by winter 2011

#### *External Independent Oversight*

- A critical component of enhancing accountability of Department members is the utilization of an outside civilian oversight group, the Office of Independent Review (OIR). The OIR will examine the investigations of three recent significant events.

*The OIR also monitors the Los Angeles County Sheriff's Department to ensure that allegations of deputy misconduct are investigated in a thorough, fair, and effective manner.*

The OIR will evaluate the completeness, professionalism, and impartiality of the investigations, and, when appropriate, will offer recommendations for policy violations, policy changes, training, tactics, and equipment effectiveness.

✓ Implemented summer 2010

- The Department is committed to on-going external independent oversight by a professional group with experience in civil rights litigation and a thorough understanding of law enforcement operations and procedures. The on-going external oversight should include unfettered access to randomly select a predetermined annual percentage of critical documents, or any specific case, including, but not limited to: administrative investigations, use of force investigations, CIRB analysis reports, and IA Pro Early Warning System data to examine for policy compliance,

- accuracy, thorough and proper administrative handling, policy revision considerations, and to supplement the identification of trends requiring training or equipment considerations. In addition, the independent external oversight group will review all complaints of biased policing.
- Implement by winter 2011
  - Establish a Strategic Plan Ad Hoc Committee, with a possible composition that includes the City Manager, City Attorney, Chief of Police, two Council Members, and Police Commission representation. The Ad Hoc Committee would review an annual report submitted by the external oversight body. The Ad Hoc Committee would summarize the contents of the report, remove all items judged to be confidential or personnel-related, and publicly release its findings.
    - Implement in 2012
  - Use of a professional independent third party to evaluate the Department's Strategic Plan implementation performance on an annual basis and make a formal report to the Council relative to his/her findings.
    - Implement in 2012
  - The Chief of Police will make quarterly reports to the Police Commission regarding its progress on implementing the Strategic Plan.
    - Implement by 2012

#### *Citizen Complaints and Commendations*

- **Former BPD policy:** Complaint forms were available upon request at the police station. Complaint forms were also available at the City Clerk's Office and the Community Assistance Coordinator's Office. Supervisors were required to carry complaint forms in the field. Every employee was required to provide a complaint form upon request. The pre-existing form contained language indicating that knowingly filing a false complaint could lead to civil liability.
- **Revised BPD Policy:**
  - The accessibility of complaint/commendation forms has been expanded to the Department's website and from a display rack at the BPD lobby. Hard copy versions of the form are now available in English and Spanish, with an Armenian version to follow. The form was revised and the warning of civil liability exposure for filing false complaints was removed.
  - Supervisor responsibilities have been expanded to include:
    - Having the complaint dictated (to the receiving supervisor), if circumstances indicate that it is not feasible for the complainant to complete the form.
    - Procedures for receiving complaint forms from juveniles.
    - Taking steps to prevent aggravation of the situation.

- Prompt notification to Command Staff of allegations of a potentially serious nature.
- Investigative protocols.
- When appropriate, complainant confidentiality protocols to protect the integrity of the investigation.
- Protocols/criteria for placing employees on administrative leave when circumstances indicate an unreasonable risk to the Department, employee, other employees, or the public.
- ✓ Implement by fall 2011
- Explore the creation of a Police Department Ombudsman to receive and review citizen complaints.
  - Complete by winter 2011

### ***Regionalization***

- Work in partnership with the Glendale and Pasadena Police Departments to carefully consider implementing recommendations made through a City contracted consultant's report for Tri-Cities regionalization. Functions identified for consolidation/regionalization consideration include: SWAT, Communications, Jail, K-9, range/firearms training, equipment/vehicle fleet purchasing, and some specialized investigative units.
  - Complete by summer 2012

### ***Emergency/Disaster Preparedness***

- Update response policies, protocols, and procedures, identify equipment needs, establish good working relationships with other first responder agencies and organizations, and provide on-going training.
  - Complete by winter 2012 and on-going
- Identify suitable helicopter landing zones in close proximity to the residences of all City Executives, Department Heads and Assistant Department Heads. This will allow for the assembly of critical City leaders if roads become impassible.
  - Complete by winter 2011

### ***Domestic Violence Awareness and Reduction***

Crime statistics have indicated a notable increase in the number of domestic violence cases. The Department will seek a multi-pronged approach to increasing community awareness of the problem and employing strategies to decrease the incidence of domestic violence.

- Assess the feasibility and funding requirements for recreating a Domestic Violence Taskforce. The composition of the taskforce will represent a diversified group of public, non-profit, and faith-based organizations.
  - Complete by winter 2011

- Research grant opportunities to increase awareness and reduce incidence occurrence.
  - Complete by winter 2011
- Reassess data collection to fully understand the problem and to assess strategy effectiveness.
  - Complete by fall 2011
- Update and improve community outreach efforts to raise awareness of the problem of domestic violence. Considerations include: the use of the Department's website and television show "Street Beat", updating pamphlets, and education/outreach at local gathering spots and local schools. Explore a partnership with other city groups such as "Teens in Action".
  - Complete by winter 2011
- Provide in-service training to members of the Department to improve response to and handling of domestic violence cases.
  - Complete by spring 2012

### *Professionalism*

- Expand the Department's membership in professional association affiliations (i.e., International Association of Chiefs of Police, California Association of Chiefs of Police, the Police Executive Research Forum, etc.) and provide reimbursement to expand participation.
  - ✓ Implemented spring 2010 and on-going
- Seek Department accreditation through CALEA (The Commission on Accreditation of Law Enforcement Agencies).
  - ✓ This is a long-term project with expected completion in 2014
- During roll calls, staff meetings, community meetings and other forums, Command Staff members have reinforced the Department's openness, honesty, and commitment to ethical conduct.
  - ✓ Initiated spring 2010 and on-going
- Post copies of the U.S. Constitution in the roll call room and station lobby with the designation "Reverence for the Law". Issue pocket-sized versions of the Constitution Department-wide.
  - ✓ Completed December 2010
- Develop a contemporary mission statement and core values.
  - ✓ Completed summer 2011
- Provide regular and periodic training to all Department personnel on the City's Sexual Harassment and Racial Discrimination policies, including supervisors' responsibility for prompt notification to the Management Services Department when the complaint relates to sexual, racial, ethnic,

or other forms of prohibited harassment or discrimination. Identify alternate training facilitators.

- ✓ Completed January 2011, and on-going
- Create a Police Foundation (under section 501(c)(3) of the Internal Revenue Code) with a civilian board of directors to fund unique Department training and networking opportunities, and to establish meritorious community programs.
  - Complete by fall 2012
- Expand the use of business cards to all sworn members and select civilian members to enhance service and create stronger community relationships.
  - Complete by summer 2011
- Redesign and contemporize the Department's website to enhance community outreach and incorporate the use of social media to provide greater accessibility to the Department and greater levels of citizen interaction. The redesigned website will also showcase the Department to improve recruitment efforts.
  - Complete by spring 2012

### *Training*

The Department has committed to providing a wide-range of training for performing critical core tasks that will build confidence and prevent over/under reactions. Training is a critical component of the Department's succession planning and mentoring efforts.

- Develop a formal ethnic and cultural diversity training program which includes points of contact within the community.
  - Complete by fall 2011 and on-going
- Through Gordon Graham, a renowned law enforcement educator, provide instruction on Police Integrity, Risk Management, and Delivery of Service.
  - ✓ Completed February 2011
- Use the Josephson Institute to provide a Department-wide presentation on character and police ethics.
  - Scheduled for fall 2011
- Police Integrity by Retired LAPD Captain Rich Meraz.
  - ✓ Completed March 2011
- A clinical psychologist (Dr. Larry Blum) was retained to assess issues and dynamics within the organization and to develop an organizational change process. An Industrial Psychologist (Dr. Larry Murphy) was retained to conduct Team-building workshops based on the results of the psychological study.
  - ✓ Completed June 2011

- Provide Department-wide Incident Command System training meeting the standards established by Cal EMA.
  - ✓ Completed fall 2010
- Provide training to ensure back-up subject matter experts for specialized criminal and traffic investigations.
  - ✓ Implemented summer 2010 and on-going
- Reinstitute monthly legal update video training. Acquire California Legal Source Book reference material for all sworn personnel.
  - ✓ Implemented summer 2011
- Expand the use of external training agencies.
  - ✓ Implemented summer 2010
- Provide training of FBI Law Enforcement On-Line, and COPLINK to allow law enforcement networking, training, and resource materials (Access to County wide information from all participating agencies).
  - ✓ Completed summer 2010
- Reinstitute a training verification form to ensure that required training is received.
  - ✓ Completed summer 2010

### ***Discipline***

- Create a “Guidelines for Discipline” which defines the Department’s discipline philosophy and a pre-determined range of discipline according to varying types of misconduct.
  - ✓ Implemented June 2011
- Study feasibility of implementing an Education-Based Discipline component (similar to that of the LASD) as an alternative form of discipline.
  - Complete by 2012

### ***Recruitment***

- Recruit the best available candidates while understanding the importance of diversity.
  - ✓ On-going
- Expand recruitment advertizing efforts with large-scale law enforcement publications to attract a greater number of qualified candidates from a more ethnically and culturally diverse group.
  - ✓ Completed summer 2011 and on-going

### ***Promotions***

- Evaluate the Department’s promotional process and give consideration to selecting candidates from outside of the Department. Promotional testing

for the rank of Sergeant, Lieutenant, and Captain were opened to outside candidates.

- ✓ Completed November 2010 and on-going
- Evaluate the promotional examination system for fairness in selecting the best candidate with an understanding and desire for diversity. Adopt best practices to contemporize the exam process at each rank, such as suggested reading lists for candidates, and the use of the mentoring program for promotional preparation and succession planning.
  - Complete by fall 2011 and on-going

#### ***Recognition and Commendation Program***

- Development of a meaningful recognition program and consider defining criteria to expand the use of the campaign ribbon.
  - Complete by winter 2012

#### ***Field Training Officer Program***

- Research best practices (documentation, training manuals, training task check lists, methods of monitoring trainee progress, FTO selection, perpetual training of FTO's of perishable skills, performance evaluation of FTO's, etc.) in the area of FTO programs. Review benefits of moving the FTO program to the Training Unit.
  - Complete by summer 2012

#### ***Accessibility of Command Staff***

- Offices of the Division Captains have been relocated from isolated areas to locations closer to their staff. This provides for a greater level of interaction, management, and leadership, as well as opportunities for informal communications with subordinates.
  - ✓ On-going
- Vertical staff meetings are being conducted wherein groups of officers are meeting with the Chief of Police to express their concerns and observations. Additionally, officers have been advised that the Chief will meet with them off-site.
  - ✓ On-going
- Implement a program for Command Staff that incorporates off-hour inspections, night watch, and other alternative scheduling to maintain better contact with staff working varied schedules.
  - ✓ Completed September 2010

#### ***Risk Management***

- Assign the Manuals and Orders Unit to develop, track and manage Department policies, protocols and Directives.

- ✓ Completed January 2011
- The Professional Standards Bureau will be assigned to assist the Department and employees with Worker Compensation issues by conducting monthly meetings with the Management Services Department.
  - ✓ Implemented August 2010
- The Professional Standards Bureau will create and implement a Monthly Management Report for administrative, crime, and output figures reported at the Department's Management Team meetings. The data will include statistics concerning crime rates, collision rates, response times, officer productivity, employee involved collisions, mental illness interventions, vehicle pursuits, use of force incidents, claims, lawsuits, call volumes and other critical information. The Professional Standards Bureau will also maintain the Department Administrative Incident Log.
  - ✓ Implemented spring 2011

***Psychological Services***

- Create a police chaplain and crisis intervention program to support employees in the event of a crisis or tragedy.
  - Complete by fall 2011
- Develop a peer counseling program to train and mentor police employees.
  - Complete by fall 2011

***Electronic Subpoenas (eSubpoenas)***

- Adopt the electronic subpoena system as requested by the Los Angeles County District Attorney's Office and Grand Jury. The system is expected to increase efficiency in subpoena delivery and information exchange regarding witness availability.
  - Complete by winter 2011

**PRIORITY STRATEGIES**

***Command Staff/City Executive Notification Matrix***

- Create a Command Staff/City Executive notification matrix to keep commanders and executives informed of critical or unusual events.
  - ✓ Completed November 2010

***Expand Number of Recorded Department Phone Lines***

- Coordinate with Burbank Water and Power to expand the number of recorded phone lines within the Department. These changes are expected to enhance complaint resolution accuracy, employee performance standards, and accountability.

- Complete by spring 2012

### ***Overtime Management***

- Identify various categories of overtime spending within the organization and track each category on a weekly and monthly basis. Distinguish between non-reimbursable and reimbursable overtime from private entity contracts. Require each Captain to manage the non-reimbursable overtime expenditures of their division.
- Implement by fall 2011

### ***Tracking Administrative Incidents and Investigations***

- Track all administrative incidents and investigations (i.e., civil claims, lawsuits, use of force, citizen complaints, etc.) for status and completion prior to critical due dates.
- ✓ Completed January 2011 and on-going

### ***Evidence Storage and Inventory Reduction***

- Oversee strategy development and on-going collaboration between the Support Services and Investigation Divisions to decrease evidence inventory levels, maximize storage efficiency for narcotics and firearms, modify firearm destruction methodology, and provide firearm safety awareness training to all property custodians.
  - Evidence inventory levels have sharply increased since the Department moved into its existing facility in 1998. Facing a shortage of storage space, emphasis was placed on reducing inventory through cooperation and coordination between the Investigative Division and Evidence Room. Close communication and management practices were established resulting in a reduction of evidence inventory by 10,000 pieces over a 12 month period.
  - ✓ Completed August 2010 and on-going
  - Handgun and narcotics storage was re-organized to maximize available space.
  - ✓ Completed August 2010
  - Firearm destruction methodology was changed to increase efficiency and employee safety.
  - ✓ Completed August 2010
  - Firearms safety and awareness training was provided to all property custodians.
  - ✓ Completed August 2010

### ***Background Investigations***

- Streamline the background investigation process for civilian employees by contracting for background services to prevent hiring delays.
  - ✓ Completed fall 2010

### ***Community Policing***

- Explore the feasibility of a Master Community Oriented Policing Plan to improve officer community involvement and encourage community service in younger officers.
  - Complete by winter 2011

### ***Civilianize Selected Positions***

- Evaluate civilianization of various positions within the Police Department.
  - ✓ Completed March 2011 and on-going

### ***Uniform/Equipment Committee***

- Create a Uniform/Equipment Committee with members from all areas of the Department. The committee will review current uniforms and equipment to provide recommendations to the Command Staff for changes. The committee will concentrate their efforts in identifying the best available equipment and modernizing uniforms for a more professional appearance, uniformity, increased comfort and safety.
  - ✓ Implemented August 2010

### ***New Uniform Badge***

- Adopt a new badge. After years of research and debate, the badge worn by sworn members has been modernized. The new oval version of the badge prominently displays the City Hall and City Seal with an oak leaf border. The new badge included input from all ranks and represents a new symbol of respect, honor, and duty.
  - ✓ Implemented December 2010
- Prominently display several posters of the new badge throughout the police building which include integrity reminder phrases.
  - ✓ Implemented December 2010
- Adopt a Centennial badge that celebrates the City's one hundredth anniversary. The badge will replicate the first badge worn by Burbank City Marshals. The Centennial badges will be worn throughout 2011 and then retired.
  - ✓ Completed January 2011

### ***Management/Accountability of Critical Files***

- Research the feasibility of acquiring an electronic management system (barcode) for administrative files (Internal Investigations, Personnel Files, Background packages, etc.). The system requirements would include a chain of custody module, a signature pad for checking out files, and automatic notifications to the system administrator when checked out files are over-due.
  - ✓ Completed summer 2011
- Review and revise the retention schedule of all critical documents to prevent premature destruction. All Department records will be maintained until the retention scheduled is revised and developed.
  - ✓ Completed summer 2011
- Enhance the proximity card system for access and control of confidential records.
  - ✓ Completed summer 2010

### ***Vehicle Fleet – Acquisition Plan***

- Determine the specific vehicle fleet needs of the organization. Limit the types of vehicles purchased for law enforcement use. Justify the number of vehicles assigned to each unit.
  - Complete by fall 2011

# **PATROL DIVISION**

**Captain Michael Albanese**

## **PATROL DIVISION**

**Strategies within the Patrol Division are the responsibility of Captain Michael Albanese**

The Patrol Division is responsible for responding to calls for services, conducting field investigations and preventing crime through pro-active, directed and non-directed patrols. Patrol Division personnel are first responders to critical incidents and major events. The Patrol Division also consists of the Special Response Team for resolution of critical incidents, the K-9 unit, Park Patrol, Air Support, Crime Impact Team (CIT)/Gang Enforcement Team (GET), the Bicycle Detail, and Parking Control.

The Traffic Bureau, also a component of the Patrol Division, regulates and enforces pedestrian and vehicular traffic laws, parking laws, and investigates traffic collisions. This Bureau is also responsible for providing traffic education to the public.

A variety of operational changes have been implemented to increase effectiveness by concentrating deployments where/when call and crime volumes are heaviest and by increasing communications across all levels of the organization. Enhancement strategies in training, management, and equipment have also been implemented or are proposed to support the heightened expectations.

### ***CRITICAL STRATEGIES***

#### ***Watch Commanders' Log***

- Enhance communication across all shifts and levels of the Patrol Bureau. The Watch Commanders' log is an electronic perpetual chronology of all noteworthy events. This document establishes clear communication between Sergeants and Watch Commanders and vertically to the Captain.  
✓ Implemented June 2010

#### ***Sergeants' Log***

- Same as Watch Commanders' Log.  
✓ Implemented June 2010

#### ***Use of Force Investigations***

- Revised/comprehensive UOF Investigation, reporting, and review.  
✓ Implemented June 2010

- Create a reporting/debriefing standard for extraordinary deployments of resources that provides consistent and comprehensive documentation of critical components.  
✓ Completed May 2010

#### ***Watch Commander Responsibility***

- Re-emphasize and embed into the culture of the organization that the Watch Commander acts as the Chief of Police with the responsibility for the Jail, Communications Center, the police facility, field operations, and all other units within the Department.  
✓ Completed spring 2010 and on-going

#### ***Mentoring/Training Program***

- Implement a training and mentoring program for the large contingent of newly promoted supervisors. Assign each supervisor to an experienced/seasoned supervisor to act as a personal mentor, with oversight from the Command Staff. This program will be part of the supervisory development process in addition to supervisor school. The program will include Command Staff's expectations and a regiment of on-going training including outside speakers.  
✓ Implemented August 2010 and on-going

#### ***Patrol Training***

Identify deficiencies and provide necessary training

- Coordinate Patrol roll call training through the Watch Commander by utilizing a training matrix to ensure consistent training to all shifts.  
✓ Implemented summer 2010
- CAHN – California Association of Hostage Negotiators. Attended by three negotiators.  
✓ Completed May 2010/2011 (two sessions – 2010 and 2011)
- FTO – Mandated Training/Loans for Trainees  
✓ Implemented summer 2010
- Air Support, K-9, Traffic, Communications, Jail, Airport Detail  
✓ Completed spring 2010
- Crisis Negotiation Training School – LAPD  
✓ Completed June 2010
- Bicycle Patrol School (27 patrol officers)  
✓ Completed June 2010 /July 2011 (two sessions – 2010 and 2011)
- PowerPoint Presentation/debriefing of the Officer Involved Shooting that occurred at the K-Mart  
✓ Completed July 2010

- Burbank/Glendale PD – CIT Teams – Joint Training
  - ✓ Completed September 2010
- Tactical Science Training
  - ✓ Completed October 2010/August 2011 (three sessions)
- Women Leaders in Law Enforcement. (Five sworn and five civilian employees).
  - ✓ Completed November 2010
  - November 2011 – three sworn/two civilian
- Enhance awareness and response considerations for dealing with people with mental disabilities. A roll call training video on response to and handling of calls involving persons with autism was obtained from the non-profit organization Sahara Cares. The video is being distributed within the Department.
  - ✓ Implemented summer 2011 and on-going

## **PRIORITY STRATEGIES**

### ***After-Action Reporting***

- Create a reporting/debriefing standard for extraordinary deployments of resources to provide consistent and comprehensive documentation of critical components of each deployment such as: summary of activity, steps toward resolution, a time-line of actions/events, command structure and assignments, risk management considerations and debriefing/lessons learned.
  - ✓ Implemented May 2010

### ***New Patrol Schedule***

- Implement a new Patrol schedule with Directed Payback training days. (Wednesday/Thursday Monthly Training)
  - ✓ Completed January 2011

### ***Directed Training***

Monthly 10-hour scenario-based training sessions will be scheduled on monthly payback days to build confidence, teamwork, command and control skills, prevent over or under reactions, and to facilitate communication between work groups.

- Active Shooter/Mental Health Interventions/Crime Scene Management
  - ✓ Completed January 2011
- Career/Officer Survival – Winning Mindset, Chicago Training Cadre
  - ✓ Completed March 2011
- Probation/Parole Search training
  - ✓ Completed May/June 2011

### ***Beat Integrity Program***

- Create a beat integrity program by consistently assigning the same officer to the same beat. Support the program with MDC technology that will have beat-specific information, specifically, the “Beat Book” which will include: Crime trends/patterns, transients, parolees, sex registrants with photos, 5150’s, and problems at schools and parks within the beat.
  - ✓ Completed January 2011

### ***Beat Phones***

- Acquire smart phones for all beat officers. Beat phones will facilitate personalized service by connecting officers with members of the community to address nuisance-related (quality of life) complaints.
  - Complete by fall 2011

### ***Patrol Digital Cameras***

- Expand the distribution of digital cameras to beat officers to increase efficiency and enhance evidence collection.
  - Complete by September 2011

### ***Crime Impact Team/Gang Enforcement Team (CIT/GET)***

- Create a combined team of patrol and motor officers that focuses resources to problem locations to achieve organizational objectives. CIT will enhance versatility by adapting to the needs of the organization and crime trends. The team will also supplement and assist other bureaus of the Department to maximize effectiveness. Some of the activities of the team will include probation/parole searches, augmenting patrol and traffic resources, park patrols and targeted enforcement/surveillance of hot spots. The CIT reports directly to the Patrol Captain.
  - ✓ Implemented August 2010
- Transition the Crime Impact Team to the Gang Enforcement Team (GET) as the demand requires as determined through crime patterns and gang-related activity.
  - ✓ Implemented July 2011

### ***Digital Audio Recorders***

- Acquire digital audio recorders for all sworn staff and the civilian staff assigned to field assignments. These recorders are intended to assist employees in the performance of their duties by providing an unbiased audio recording of a contact. A policy will be adopted to provide specific guidelines relative to activation of recorders, preservation of audio files and documentation requirements.
  - Complete by fall 2011

### ***Want/Warrant Protocol***

- Establish a new protocol consistent with surrounding agencies that allows lone officers to run detained subjects for wants/warrants. Current protocol requires that a backup officer be requested prior to conducting a warrant check.
  - Complete by September 2011

### ***Special Response Team***

- Training was doubled by adding a training day every month. The amount of training hours is now in compliance with the standards established by the Commission on Peace Officers' Standards and Training (POST) for a part-time SWAT team. A comprehensive training matrix was also established to provide consistent levels of training in all critical areas.
  - ✓ Completed September 2010 and on-going
- New SRT members to attend a POST certified 80-hour training school.
  - ✓ Completed 2010
- Research the possibility of obtaining grant funding to purchase a new Special Response Team equipment vehicle.
  - Complete by March 2012
- Use grant funding to conduct force protection training for interdiction of high-risk criminal and terrorist activity.
  - Complete by fall 2011

### ***Firearms Training***

- Re-evaluate the firearms training program and implement training to elevate firearms safety, tactical firearms application, and weapon retention and weapons management. Establish "scenario driven" monthly firearms training and related Force Policy implications.
  - Complete by fall of 2011 (on-going)

### ***Reserve Officers – Uniformed Component***

- Integrate a more robust Reserve Officer Program into the patrol function by instituting a "Quality of Life" presence at chronic problem locations – provide the appropriate monitoring/intervention to enhance the effectiveness of the Patrol Division.
  - ✓ Completed summer 2011

### *Enhance Approach/Strategies in Managing Mental Health Interventions*

- Establish a liaison with Olive View Hospital to address service issues of both agencies, to review intake and processing considerations, and for post-intake follow-up.
  - ✓ Completed summer 2010 and on-going
- Establish a relationship with the LAPD SMART Team (System-wide Mental Assessment Response Team; composed of Sworn personnel and a mental health clinician) to optimize on their extensive Database.
  - ✓ Completed summer 2010 and on-going
- Create a liaison officer with LAPD SMART and LA County Psychological Evaluation Team (PET).
  - ✓ Completed summer 2010 and on-going
- Consider development of a Tri-Cities SMART Team.
  - On-going
- Research feasibility of establishing a Mental Health Database (Burbank) for current and repeat Mental Health-related contacts.
  - On-going – work in progress
- Establish early warning systems/relationships with relatives of the mentally ill to provide appropriate Mental Health intervention (Adult Protective Services).
  - ✓ Implemented fall 2010 and on-going
- Outside trainers to provide training specific to mental health interventions.
  - ✓ Completed January 2011
- Collaborate with local private non-profit organizations including Burbank Temporary Aid Center, the Boys and Girls Club, Salvation Army and faith-based organizations for outreach efforts to address homelessness, the mentally impaired and addiction population.
  - ✓ Instituted July 2011-On going pilot program

### *Site Surveys*

- Update and improve existing data on file for significant or iconic sites within the City. The data compiled will assist emergency responders during emergencies, disasters or terrorist attacks at these locations:
  - Disney Studios
  - Warner Brother's Studios
  - NBC Studios
  - Burbank Water and Power
  - Bob Hope Airport
  - ✓ Implemented August 2010 and on-going
- Conduct site surveys of the offices of local members of political office (i.e., Congress, Senate, etc.) to assist first responders handling emergency

calls at these locations. The information will be available electronically from patrol car mobile data computers. Also, the addresses of these locations will be flagged in the Computer Aided Dispatch (CAD) system to alert dispatchers and responding units of their significance.

➤ Complete by summer 2010 - on-going

### ***Equipment/Technology***

- Install dual rifle mounts in patrol vehicles.
  - ✓ Completed June 2010
- Issue Blue Check devices (wireless fingerprint scanners) to Patrol/Gangs/CIT.
  - ✓ Completed October 2010
- Conduct a product evaluation of Watch Guard (personal covert video recorders). The evaluation determined that acquisition of the technology was not recommended due to functionality issues. Instead, digital audio recorders will be acquired.
  - ✓ Completed January 2011
- Conduct an evaluation of in-car camera systems.
  - On-going
- Install a shotgun mount prototype on a police motorcycle.
  - ✓ Completed January 2011

### ***Mobile Data Computers (MDC)***

- Acquire a new MDC system to increase functionality and usability.
  - ✓ Completed November 2010
- Implement air-cards for faster wireless connectivity and increased functionality providing applications for field officers to enhance investigations.
  - ✓ Completed November 2010
- Provide the ability for officers to complete their daily log electronically.
  - Complete by spring 2012

### ***Traffic Bureau***

- Adopt a new policy to utilize the CHP 555-03 short-form collision report for minor property damage accidents. This will enhance record retrieval and is a best practice in collision reporting.
  - ✓ Completed September 2010
- Provide Motor FTO training to more Motor Officers.
  - ✓ Completed fall 2010

- Research alternate traffic collision reporting software that will meet Statewide Integrated Reporting System (SWITRS) standards and improve data collection/analysis.
  - ✓ Completed summer 2011
- Evaluate the use of electronic citation technology for moving traffic violations. Coordinate with the Los Angeles County Courts and Judicial Council for logistics and other concerns.
  - ✓ Completed by summer 2011
- Enhance the Department's traffic education program to include bicycle safety for all ages.
  - Complete by fall 2011
- Re-initiate involvement with the Film Permit Taskforce of Los Angeles County by the Film Coordinator and Traffic Bureau Lieutenant to enhance networking and information sharing.
  - ✓ Completed fall 2010
- Implement a 4-10 work schedule for the Parking Control Officers that provides for a more even distribution of personnel across weekdays.
  - ✓ Completed January 2011

***Park Patrol Program***

- Establish responsibility for patrolling the City parks to prevent and reduce crime. Communication between officers and shifts will be enhanced through an electronic "Beat Book" spreadsheet.
  - ✓ Completed January 2011

# **INVESTIGATION DIVISION**

**Captain Denis Cremins**

## **INVESTIGATION DIVISION**

**Strategies within the Investigation Division are the responsibility of Captain Denis Cremins**

The Investigation Division is responsible for conducting criminal investigations as well as for the collection and analysis of evidence to support criminal prosecutions. The Investigation Division consists of the Detective Bureau and the Forensics Bureau.

The Detective Bureau consists of the Crimes Against Persons Unit, the Crimes Against Property Unit, the Vice/Narcotics Unit and the Juvenile Unit. The Juvenile Unit also has two School Resource Officers (SROs) attached to it.

### **CRITICAL STRATEGIES**

#### ***Training/Mentoring***

- One third of the detectives were promoted in 2010, creating an experience and knowledge vacuum. A training matrix will be created to provide a wide-base of training to all staff members on topics such as: interviews/interrogations, crime scene assessment, ID theft, and family violence. All newly-promoted detectives will be sent to basic investigations training.
  - ✓ On-going process
- Provide advanced training for investigative specialties.
  - ✓ On-going process
- Senior detectives will be assigned junior detectives for mentoring.
  - ✓ Implemented fall 2010 and on-going

#### ***Implement an Accountability System***

- Implement quality assurance inspections of investigative work by Divisional supervisors and the Audit Unit.
  - ✓ Implemented fall 2010 and on-going
- Contemporize operational procedures.
  - Complete by fall 2011
- Implement control measures to ensure efficiency, effectiveness, and professionalism.
  - ✓ On-going process
- Provide Risk Management Training.
  - Complete by fall 2011

#### ***Increased Efficiency***

- Research and evaluate case management systems.

- Complete by fall 2011
- Review current investigative practices.
  - Complete by fall 2011
- Institute a cross-training program (Persons and Property Crime Bureaus).
  - Complete by winter 2011
- Institute a Night Watch Detective function.
  - ✓ Completed June 2011

## ***PRIORITY STRATEGIES***

### ***Staffing***

- Conduct a workload study to determine proper staffing levels.
  - Complete by winter 2011

### ***Reduce Overtime Expenditures***

- The Investigation Division Captain held meetings with supervisors to establish clear expectations to monitor and reduce overtime.
  - ✓ Completed August 2010
- When appropriate, flex schedules to accommodate planned events and attendance of Patrol roll call by Detectives.
  - ✓ Implemented August 2010 and on-going
- Supervisor monitoring of overtime usage.
  - ✓ Implemented August 2010
- Propose implementation of an annual Divisional overtime allowance to be monitored by weekly updates of usage.
  - ✓ Completed fall 2010
- Monitor and reduce the number of officers subpoenaed for preliminary hearings by creating a procedure for the Subpoena Control Technician to notify the Investigation Division Captain when numerous officers are scheduled for court.
  - ✓ Completed fall 2010

### ***Detective Operations Manual***

Develop a Detective Operations Manual to standardize investigative procedures.

- Implement by fall 2011

### ***Increasing Effectiveness of the Forensic Specialist Bureau***

- Provide advanced training.
  - ✓ On-going process
- Create team-building activities to include training and enhanced communication strategies.
  - On-going process.

### ***Technology***

- Research vehicle tracking technology.
  - ✓ On-going
- Research and acquire remote video surveillance equipment (pole cameras).
  - ✓ Completed spring 2011
- Research automatically activated interview room recording equipment to replace current system to improve efficiency, integrity, and chain of evidence tracking of recorded interviews. The technology will preclude individual ability to deactivate recordings.
  - ✓ Completed July 2011

### ***Crime Analysis***

- Establish a liaison with the CAD function.
  - ✓ Completed summer 2010
- Exposure of personnel to outside agency crime control measures, including visits to LAPD Newton and the Glendale Police Department
  - ✓ Completed fall 2010
- Visit LAPD Valley Bureau Compstat, Pasadena Police Department and LAPD Foothill Division.
  - Complete by fall 2011
- Establish weekly crime control meetings. The meetings will focus on identification of crime trends, sources of trends, and collaborative mitigation efforts.
  - ✓ Completed December 2010 and on-going
- Review of arrest and crime reports by the Investigation Division Captain.
  - ✓ Implemented August 2010
- Acquire a full-time Crime Analyst position and recruit/hire a qualified Crime Analyst.
  - Complete by October 2011

### ***Communication with Patrol Division***

- Daily contact and discussion between Investigation and Patrol Captains.
  - ✓ Implemented August 2010

- Distribute weekly “Hot Sheet” of crime trends, intelligence updates, and training tips to Patrol.
  - ✓ Completed summer 2011
- Detectives will attend roll call regularly.
  - ✓ Implemented spring 2011 and on-going
- Case disposition feedback sheets to Patrol providing criminal filing results.
  - ✓ Implemented December 2010
- Enhance communication between Investigation and Patrol Divisions through strategies developed by the Crimes v. Property Sergeant’s final project for the Supervisory Leadership Institute.
  - ✓ Completed spring 2011
- Temporary loans of Patrol Officers to the Investigation Division.
  - Implement by spring 2012

### ***Computer Crimes***

- Research the best practices concerning:
  - Contract (retired) detectives for computer forensic examinations
    - Complete by fall 2011
  - Consolidation with “Tri-Cities” agreement to create a computer crime unit.
    - Complete by winter 2011

### ***Vice/Narcotics Detail***

- Consolidation of Vice/Narcotics and Gangs. Reassess as needs change.
  - ✓ Completed November 2010
- Provide surveillance training.
  - ✓ Completed May 2011
- Provide specialty training, such as vice/narcotics and gang investigations.
  - ✓ Implemented summer 2010 and on-going
- Loan personnel to outside agencies for broader experience base.
  - Implement by fall 2011

### ***Crime Alert Fliers***

- Implement a Crime Alert Flier. A Crime Alert is a public service announcement notifying the community of a crime trend to raise awareness, to thwart crime, and solicit investigative leads.
  - Link to City Web-site Home Page
  - Link to the Burbank Leader
  - Distribution by:
    - Patrol Officers
    - Downtown Ambassadors

- Police Lobby
  - City Hall
  - Public Libraries
- ✓ Implemented October 2010

# **SUPPORT SERVICES DIVISION**

**Captain Ron Caruso**

## **SUPPORT SERVICES DIVISION**

**Strategies within the Support Services Division are the responsibility of Captain Ron Caruso**

The Support Services Division consists of bureaus and units that provide logistical and personnel services and support for the other divisions of the Department. The Support Services Division is comprised of a Communications Center with 24/7 public access. The center provides dispatch services for the Patrol Division and direct 911 call capabilities for the community. The police department also operates a 24/7 jail facility for prisoner bookings and short-term detention of pre-arraigned inmates. The Records Bureau, Property and Evidence, and Crime Analysis Units further support the law enforcement mission of the Burbank Police Department. Finally, the Police Department operates the Burbank Animal Shelter, a full-service facility that provides professional animal care and ordinance enforcement.

### ***PRIORITY STRATEGIES***

#### ***Jail***

A comprehensive review of the Jail operations was conducted during 2010 as the result of a critical incident. The Department conducted an exhaustive examination of the functions, policies, and practices to identify areas for improvement, with a strong commitment towards implementation. Many of the following recommendations were the result of this self-analysis.

- Several new Department Directives have been issued to contemporize policies and procedures for conducting custody searches, strip searches, and security and welfare checks.
  - ✓ Completed May 2010
- Re-emphasize the requirement for the Watch Commander to immediately view all arrestees upon their arrival at the jail.
  - ✓ Completed May 2010
- Provide suicide prevention training.
  - Complete by fall 2011
- Reassess the role of the Jail Manager.
  - ✓ Completed May 2011
- Create a training matrix for best practices of handling belligerent prisoners, suicide prevention, strip searches, high-risk inmates, and prevention of assaults upon staff.
  - Implement by spring 2012

- Create a monthly training regiment including topics such as the use of Air packs, earthquake procedures, fire procedures, man-down drills, handling fights, and HVAC shutoff.
  - Implement by spring 2012
- Acquire Air Packs for emergency breathing in the event of a fire and evacuation of the Jail. Install mounting hardware and provide initial training.
  - ✓ Completed fall 2010
- Review and amend booking procedures related to screening questions for medical, psychological, and mental health issues.
  - Complete by spring 2012
- Modify procedures to house inmates in high-visibility cells when they have mental health issues or a history of attempting suicide.
  - ✓ Completed summer 2010
- Formalize shift-to-shift exchange of information.
  - Complete by spring 2012
- Formalize the manner in which cell checks are conducted.
  - ✓ Completed May 2010
- Mandate at least two Jail inspections per shift by the Watch Commander.
  - ✓ Completed May 2010
- Record the phone line from the Watch Commander to the Jail.
  - ✓ Completed December 2010
- Shorten the length of the phone cords within the jail cells.
  - ✓ Completed June 2010
- Review and revise the Jail training program.
  - Complete by winter 2011
- Revise storage of first aid equipment for immediate access.
  - ✓ Completed summer 2010
- Review and revise the Jail Manual.
  - Complete by summer 2012
- Identify and mitigate potential hazards in the Jail (remove unused TV mount in trustee quarters, replace excessively long phone cord in the DUI room, security and inventory systems for cleaning tools, removal of unneeded kitchen items and other devices).
  - ✓ Completed fall 2010

#### *Communications Center*

- Provide Sexual Harassment/Discrimination Policy Training by the City Attorney's Office. Integration of alternate training facilitators will be reviewed.

- ✓ Completed December 2010
- Adoption of a Training Committee to include supervisors, line staff and Bureau Commander. The committee will help research relevant training and make recommendations to coordinate training with the COPS Bureau.
  - ✓ Completed December 2010
- Electronic Satellite Pursuit (ESP) cash recovery and apprehension tool training will occur in January 2011. One member from each work group will attend and then train others.
  - ✓ Completed February 2011
- Attend the California Chapter of the National Emergency Number Association (CALNENA) Annual Conference – Two supervisors and two Communications Operators will attend the conference.
  - ✓ Completed February 2011
- Provide supervisors essential training in supervision and risk management. Implement an on-going mentoring program to enhance supervisory skills.
  - Complete by fall 2011 and on-going
- Develop and distribute new written policies in accordance with national standards. Draft policies have been prepared with input from line staff pending.
  - Complete by summer 2012
- RING Project Update – Group researching new Next Generation 911 (NG911) technology to allow Burbank to establish a virtual Communication Center at any one of 20 or more regional Public Safety Answering Point (PSAPs).
  - Complete by summer 2012
- Replace furniture and other equipment to improve physical comfort and increase efficiency.
  - Complete by spring 2012
- Implement a requirement for equipment to be checked at regular intervals and checks to be logged to ensure all critical systems and equipment are functioning.
  - ✓ Completed December 2010
- Implement a monthly meeting of Communication Center supervisors to provide training and to address on-going issues.
  - ✓ Implemented September 2010
- Acquire a new logging recorder with a quality assurance module. The new technology will enhance management capabilities and professionalism.
  - ✓ Completed summer 2011

- Review and update the Communication Center Operational Manual.
  - Complete by summer 2012

### *Technology Assessment*

- The Support Services Division to assume responsibility for assessing emerging trends and advancements in law enforcement to be on the “cutting-edge” of technology.
  - ✓ Completed May 2010
- Current projects include:
  - Researching an electronic scheduling system with an overtime reporting and tracking application.
    - ✓ Completed summer 2011
  - Implement Crime Mapping with a Public Module Web-based query application and an Investigation Module for use by the Investigation Division.
    - ✓ Completed November 2010
  - Research and identify the best technology for managing digital evidence (i.e., photographs and videos) meeting court accepted chain of custody requirements.
    - ✓ Completed summer 2011
  - Acquire the above digital evidence management system.
    - Complete by spring 2012
- Explore the possibility of restoring information technology staff within the Police Department to support computer systems and projects, and review future technology needs. Make a recommendation to the Chief.
  - ✓ Completed May 2011
- Expand the use of cameras in the facility to enhance security, safety, and professionalism (Jail, Confidential Records Storage, etc.).
  - ✓ Completed spring 2010
- Explore funding options and feasibility to provide on-line crime reporting for minor offenses in which no leads are available.
  - Complete by summer 2012
- Subscribe to the on-line version of the California Peace Officer’s Legal Sourcebook to increase the availability to all members of the Department from any Internet enabled device including the patrol car MDC’s.
  - ✓ Completed spring 2011
- Subscribe to IACPnet, an on-line resource from the International Association of Chiefs of Police for networking, current affairs, portals, and databases of best practices, policies, and law enforcement innovations.
  - ✓ Completed spring 2011

### ***Facility Repairs/Improvements***

- Over the past few years, significant construction quality issues of the police facility were detected. Phase 2 of the repair process will focus on the removal and replacement of the concrete jail floor, replacement of air conditioners, water proofing and other repairs.
  - Complete by April 2012
- Make significant improvements to the overhead lighting system in the underground parking structure to increase safety and improve the working environment.
  - ✓ Completed November 2010
- Install visual and audio warning systems at garage driveway exits to increase safety and reduce liability.
  - ✓ Completed July 2011
- Install security features to the public elevator that limits unauthorized access to the Investigation Division/Administration Reception Area.
  - ✓ Completed August 2010
- Acquire an electronic key management system for accountability and tracking of critical keys within the Watch Commanders' key cabinet and keys for unmarked cars of the Investigation Division.
  - Complete by fall 2011

### ***Animal Shelter***

- Hire a second part-time Veterinarian.
  - ✓ Completed December 2010
- Adjust the schedule of the Animal Control Officers to provide public access on Sundays.
  - ✓ Completed January 2011
- Work with the Volunteers of the Burbank Animal Shelter (VBAS) to explore public/private partnerships.
  - ✓ Completed June 2010

*The Police Department Animal Shelter has partnered with Warner Brothers Studios for the 2010/2011 fiscal year and is in the process of upgrading several facility issues that had been put on hold due to a lack of funding; such as renovation of the dog play yard and installation of a shade canopy, new shelving, and a new canvas tarp and misters for the rabbit corral. Also, the lobby has been remodeled and plans are underway for a new Adopt-A-Pet show set. In conjunction with Warner Brothers, the VBAS, and the*

*Animal Shelter, fundraising options are being explored to enhance the services and animal care that the Shelter provides.*

*The Animal Shelter and VBAS are currently exploring relationships with other animal welfare foundations such as Found Animals. The Animal Shelter and VBAS have a meeting set up in January 2011 to listen to a proposal from Found Animals on subsidizing a special cat adoption promotion between June and December of 2011. If a customer adopts one cat, Found Animals will pay the adoption fee for the second cat. The purpose is to help alleviate the influx of kittens during kitten season and reduce the number of cats/kittens in the Shelter.*

- Develop a formal Emergency Response Plan to recover, rescue and potentially house large numbers of animals.
  - Complete by winter 2011
- Conduct periodic exercises to ensure that Animal Shelter personnel are familiar with and comfortable utilizing the Plan during Emergency Operations.
  - Implement by summer 2012
- Enhance directional and entrance signage to improve the Shelter's visibility and promote public awareness of special events (i.e., Adoption Fairs, etc.).
  - ✓ Completed February 2011
- Create an Animal Shelter/ VBAS Strategic Plan Committee to address the future needs of the Shelter and the direction in which the relationship between the Shelter and the VBAS will be heading. The Committee will study issues such as: funding, grants, shelter programs, profit centers, creation of a part-time position – Director of Volunteers, and veterinarian public clinics.
  - Complete by spring 2012
- Seek grant or other funding to support the issuance of spay/neuter vouchers to low-income pet owners or to support periodic visits of a mobile spay/neuter clinic van.
  - Complete by spring 2012
- Seek funding to start a community outreach program where Shelter staff would visit local elementary schools to educate students on animal safety and animal-related topics. Animals can also be used as a tool to connect with students on variety of safety topics.
  - Complete by spring 2012

- Explore the option of sponsoring a trap, neuter, release program for feral cats in the City of Burbank. The program would reduce animal over population, the number of animals that are impounded, and the number of kittens that enter the Shelter due to the breeding of undomesticated cats. It would also result in a decrease in the number of undomesticated cats impounded and euthanized.
  - Complete by 2013

# **BUDGET AND FINANCE DIVISION**

**Police Administrator  
Josephine Wilson**

## **BUDGET AND FINANCE DIVISION**

As an internal service unit, it is the goal of the Budget and Finance Division to provide financial stewardship to the Department and to manage all resources in the most effective and efficient manner. This unit will continuously evaluate and pursue funding options to accomplish projects, particularly those that support the Strategic Plan objectives.

### ***PRIORITY STRATEGIES***

#### ***Monitoring Overtime Expenditures***

- Work with the Support Services Division to implement a time scheduling system and create salary elements/overtime codes to better track overtime usage for Command Staff and supervisors.
  - Implement by June 2012
- Maintain an accurate Position Control report reflecting current deployments and ensuring that employees are costing as assigned.
  - ✓ Completed in July 2011 and on-going

#### ***Workplace Efficiencies***

- Continue to evaluate the budget for opportunities to reduce costs.
  - ✓ On-going
- Establish guidelines and criteria for expenditure of donation funds.
  - ✓ Implement by December 2011
- Continue to pursue additional funding to support the Community Oriented Policing Plan efforts.
  - ✓ Project account established in July 2011, process will be on-going
- Establish directives on cash limits and deposit procedures for the Jail, Property and Evidence room and public counters.
  - ✓ Implement by December 2011
- Establish an auditing process for petty cash and deposits department wide.
  - ✓ Implement by December 2011
- Establish Department policies on account reconciliation for miscellaneous fees for counter reports, bail/bond transactions, asset forfeiture and informant account.
  - Implement by June 2012

#### ***Grants***

- Initiate partnerships with other municipalities and law enforcement agencies with regard to the feasibility of joint grant applications.
  - ✓ On-going through the tri-city efforts.
- Enhance grant training.
  - ✓ Implement by December 2011 and on-going
- Work with the City's Finance Department on exploring options to broaden grant solicitations.

- ✓ Completed in June 2011
- Update the grant equipment inventory list to ensure proper documentation and disposition of equipment purchased with grant funding.
  - In progress to be completed by December 2011

#### ***Budget Process***

- Include the Budget and Finance office as part of the orientation in the Department's promotional process to provide candidates with a greater understanding of the Departments resources and procedures.
  - Implement by December 2011
- Perform an annual review of the Fee Schedule to ensure that fees are comparable to other jurisdictions.
  - On-going
- Conduct an annual review of the Department's Performance Measures and Work Program Goals.
  - On-going
- Maintain accurate organizational charts reflecting current assignments.
  - ✓ Completed in July 2011 and on-going

