



CITY OF
BURBANK



POLICE
DEPARTMENT

STRATEGIC PLAN

2020 - 2022



Burbank Police Command Staff



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Introduction

The men and women of the Burbank Police Department strive for excellence and remain committed to providing professional police services in our community. As part of our commitment, we need to focus on priorities and objectives to continuously improve our operations and the effectiveness of our service delivery.

The 2020-2022 Strategic Plan provides a framework for self-evaluation to identify areas of strengths and weaknesses within our organization. Through thoughtful and careful analysis, the Strategic Plan serves as a guide towards internal progress by laying a foundation of contemporary law enforcement strategies. It has been developed with law enforcement best practices, policies, and procedures in mind, while fostering advancements in training, equipment and technology.

The Strategic Plan is designed to identify potential challenges our Department might face over the next three years and establishes goals to overcome them. The Strategic Plan is our commitment towards embracing change, adapting to new policies and procedures, and reinforcing our mission to remain transparent and accountable in our service to the citizens of Burbank.

Scott LaChasse
Chief of Police



Mission Statement

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

Core Values

Respect

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

Integrity

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

Excellence

Quality through continuous improvement.





The Strategic Planning Process

A Committee was established to create and initiate the 2020 through 2022 strategic planning process. The Committee was comprised of Burbank Police employees, both sworn and non-sworn, who represent various organizational components within the Department. The committee met regularly to identify opportunities, and challenges the Department is likely to encounter over the next three years. The Committee then developed this plan that will serve as a road map to guide the Burbank Police Department in meeting strategic goals and objectives over the next three years.

The Strategic Plan was developed based on an analysis of external and internal factors that may affect the Burbank Police Department in the near future, such as workload levels in relation to population trends, anticipated personnel levels, and capital improvement and equipment needs, as well as an evaluation of the Department's Strengths, Weaknesses, Opportunities, and Challenges. This method of analysis is often referred to as a SWOC Analysis.

Strategic Plan Goals

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

- ▶ **Optimizing on Technology**
- ▶ **Improving Quality of Life**
- ▶ **Succession Planning**
- ▶ **Emergency Preparedness & Crisis Readiness**





1 ■ Optimizing on Technology

Objective 1 - Contemporizing Support Systems

Objective 2 - Contemporizing Parking Control Systems

Objective 3 - Evaluating Virtual Reality Technology

Objective 4 - System Interoperability



OPTIMIZING ON TECHNOLOGY

Objective 1 - Contemporizing Support Systems

Initiative: Computer Aided Dispatch (CAD)

Replacement of aging CAD, Records Management and Corrections systems.



Assessment Strategies

- Establish a working group by August 2020.
- Initiate a study to identify agency needs and establish criteria for a *Request for Proposal* by July 2021.

Initiative: NIBRS Compliance

Implement technology that places the agency in compliance with the National Incident-Based Reporting System (NIBRS).



Assessment Strategies

- Complete upgrade and training.
- Track monthly report accuracy and efficiency compliance rates.

Initiative: RIPA Compliance

Implement technology that places the agency in compliance with the Racial and Identity Profiling Act (RIPA).



Assessment Strategies

- Establish a working group by July 2020.
- Evaluate and implement *RIPA* applications and options for compliance by January 2022.



OPTIMIZING ON TECHNOLOGY

Objective 1 - Contemporizing Support Systems (cont.)

Initiative: Speech Recognition Technology

Identify speech recognition technology to improve officer efficiency and effectiveness.



Assessment Strategies

- Recommend speech recognition technology and evaluate feasibility for implementation.
- Conduct beta-testing to evaluate speech recognition software in order to identify system(s) best suited to meet the needs of the Department.

Initiative: Next Generation 911 Technology

Continue to support State initiative to implement Next Generation 911 technology, which will bring much greater caller location accuracy, improved mapping and integrated text-to-911.



Assessment Strategies

- Facilitate phase-in of Next Generation 911 technology.
- Report on implementation progress semi-annually.



OPTIMIZING ON TECHNOLOGY

Objective 2 - Contemporizing Parking Control Systems

Initiative: Smart Parking Management Technology

Implement smart parking management technology and purchase replacement hardware for the parking control function.

Initiative: Migration of Parking Management System

Complete migration of parking citation management systems to new citywide platform, to include mobile application payment options.



Assessment Strategies

- Migration of parking citation management system and purchase of hardware by December 2020.
- Initiate a pilot study on license plate reading technology by July 2021.

Initiative: License Plate Reading Technology

Research and conduct pilot projects that will incorporate license plate reading technology in the parking management system.



OPTIMIZING ON TECHNOLOGY

Objective 3 - Evaluating Virtual Reality Systems

Initiative: Evaluate Virtual Reality Technology

Evaluate virtual reality technology to enhance training and management of tactical and high risk incidents.

Initiative: Integration with Evidence.com

Integrate Unmanned Aerial Systems video and any other digital media into existing Evidence.com platform.



Assessment Strategies

- Continue to explore and review virtual reality training options for future implementation.
- Number of system evaluations and vendor demonstrations.



OPTIMIZING ON TECHNOLOGY

Objective 4 - System Interoperability

Initiative: Video Content Analytics Technology

Explore video content analytics technology to enhance traffic safety, expedite investigations, and improve crime analysis capabilities.



Assessment Strategies

Evaluate the feasibility of interfaces within existing agency technology to leverage available data from different sources to guide deployment of resources for the prevention, suppression and solving of crime.

Initiative: Management of Police Technology

Evaluate systems operational continuity by developing key staff to manage and develop expertise on police technology platforms and processes.



Assessment Strategies

- Review existing technology and associated capabilities and identify opportunities for interfaces.
- Monthly review at Management Team meetings.

2 ■ Quality of Life Improvement

Objective 1 - Improving Quality of Life for Residents

Objective 2 - Improving Quality of Life for Employees





QUALITY OF LIFE IMPROVEMENT

Objective 1 - Improving Quality of Life for Residents

Initiative: Mental Health Evaluation Team Services

Enhance the Mental Health Evaluation Team's services with additional resources to expand coverage in addressing mental health and homelessness issues.



Assessment Strategies

- Identify gaps in existing provision of mental health services and implement methods to enhance services.
- Expand partnership with the Los Angeles County Department of Mental Health.

Initiative: Community Traffic Concerns

Identify traffic mitigation strategies to resolve community traffic concerns and complaints.



Assessment Strategies

- Reduction in injury traffic collisions.
- Reduction in community traffic complaints.



QUALITY OF LIFE IMPROVEMENT

Objective 1 - Improving Quality of Life for Residents (cont.)

Initiative: Optimize on Social Media

Leverage social media platforms to provide educational and advisory information, and to remain contemporary and connected with the community.



Assessment Strategies

- Number of new followers on social media channels.
- Number of educational content and advisories.

Initiative: Community Video Sharing

Collaborate with residents and businesses to encourage video sharing in an effort to deter and solve crime.



Assessment Strategies

- Explore the development of a voluntary camera registry program for residential and business properties.
- Continue to optimize on Ring.com and Axon Capture platforms.



QUALITY OF LIFE IMPROVEMENT

Objective 2 - Improving Quality of Life for Employees

Initiative: Employee Wellness and Safety

Promote employee wellness and safety by providing ongoing training and resources for building resilience.



Assessment Strategies

Establish a Wellness Coordinator to recommend wellness strategies.





3 ■ Succession Planning

Objective 1 - Recruitment and Training

Objective 2 - Employee Development



SUCCESSION PLANNING

Objective 1 - Recruitment and Training

Initiative: Recruitment

Recruit, hire and train qualified sworn and non-sworn personnel with an emphasis placed on gender and ethnic diversity, to maintain authorized personnel strength.

Initiative: Training

Expand training curriculum externally and internally with an emphasis on increased external opportunities to provide exposure to sworn and non-sworn employees.

Initiative: Technology and Recruitment

Leverage contemporary technology to expedite recruitment, testing and the hiring processes.



Assessment Strategies

- Enhance recruitment efforts through social media channels.
- Transition recruitment and hiring processes to digital formats where possible.
- Leverage POST Learning Portal for increased on-site training.



SUCCESSION PLANNING

Objective 2 - Employee Development

Initiative: Establish a Plan to Develop Employees for Future Leadership Positions

Expand leadership training and mentoring opportunities for employees who are knowledgeable, skillful and able, with a desire to promote.



Assessment Strategies

- Develop and maintain a recommendation list of leadership training opportunities for sworn and non-sworn employees.
- Conduct promotional seminars.
- Staff memberships in professional organizations.
- Staff participation in formal leadership training such as the Sherman Block Supervisory Leadership Institute, Command College, F.B.I. National Academy and Leadership Burbank.
- Inter-divisional personnel development as staffing allows.



4 ■ Emergency Preparedness & Crisis Readiness

Objective 1 - Enhance Readiness for Response and Recovery from Emergency Events



EMERGENCY PREPAREDNESS & CRISIS READINESS

Objective 1 - Enhance Readiness for Response and Recovery from Emergency Events

Initiative: Contemporary Incident Management

Maintain a contemporary incident management plan to ensure efficient response and communication during emergencies.



Assessment Strategies

Establish a committee to:

- Conduct a bi-annual review of the Emergency Operations Manual.
- Evaluate operational continuity of core public safety systems to be maintained in the event of catastrophic incidents such as floods, fires, cyber attacks and civil unrest.
- Recommend a list of necessary supplies and thresholds to ensure a robust inventory for emergency response.



Conclusion

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

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

The Chief of Police will add the progress of the Department's Strategic Plan as a regular line item in 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 of Police regularly.



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