



STAFF REPORT

Meeting Date: September 6, 2016
To: Honorable Mayor & City Council
From: Sandra Spagnoli, Chief of Police
Subject: Police Department Strategic Plan and Staffing Report Update
Attachments: 1. Strategic Plan

INTRODUCTION

During FY14/15, the City entered into an agreement with Management Partners, a professional management consulting firm, to review the Police Department's hiring and disciplinary practices. On June 16, 2015, Management Partners' findings and recommendations were transmitted to the City Council. On September 10, 2015, an overview of the recommendations to be implemented was provided to the City Council. On July 19, 2016, City Council was provided with an update on the final outstanding items from the report including the Strategic Plan, succession plan, hiring updates, and review of the recruitment efforts.

As a result, the Police Department retained the services of the 7WorksCenter Consulting Firm, a team of independent consultants with expertise in organizational development and public safety services.

The Strategic Plan will guide the Department's direction for the next three years. The 7WorksCenter Consulting Firm met with stakeholders from the Police Department, City Staff, City Councilmembers, and Community Members. In addition, they completed a review of best practices related to the Police Department's staffing and organization.

This report transmits the Strategic Plan and provides a summary of the main recommendations and implementation schedule.

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DISCUSSION

Strategic Plan

The Department partnered with consultants to facilitate the preparation of a Strategic Plan and concurrently conducted an evaluation on the Department's organizational structure. The Strategic Plan will provide a multi-year direction for the Police Department. Instrumental to the success of the Strategic Plan was the involvement from members of the Police Department, Elected Officials, City Manager and community members. As part of the scope of services, the consultants will be providing an evaluation and recommendation for effective management structure and staffing to enhance the delivery of services, which will include the capacity of current resources to implement the Strategic Plan and effective allocation of department staffing resources.

Staffing and Structure Report

The City has placed a high priority on public safety services. This was articulated in the City Council's adopted Strategic Vision Statement – *"Beverly Hills is committed to being the safest City in America"*.

The Police Department delivers 24-hours a day law enforcement services with 128 sworn officers and 74 full-time civilian personnel. The community benefits, on average, a less than 3-minute response time to emergency calls.

The Staffing and Structure Report is currently in the process of being finalized; however, there are already preliminary recommendations to consider additional resources for improvements in police services and to meet the demands of law enforcement challenges for the Beverly Hills Police Department.

Initial recommendations encompass a variety of options for front line police officer staffing, staffing to support the needs of public records request processing; reinstating the Assistant Chief of Police position which would designate a single second-in-Command; and converting the currently funded non-sworn Administrative Services Division Commander position to a sworn Police Captain position. The adoptions of these recommendations would improve departmental oversight and management, increase accountability, and consistency and is critical to the support and effective implementation of the Strategic Plan.

Two recommended positions critical to department oversight are the Police Captain and a designated "second in command." The Department previously held the Assistant Chief of Police position in the early 1990's and again from 2007 to 2009. This position was responsible for the daily operations of the Department to strengthen the quality of supervisory management, to facilitate internal communication and to coordinate between divisions as well as to raise the level of accountability. This position would be critical in overall management of public safety issues and strategies regarding the Metro Purple Line extension. The Assistant Chief of Police could also be responsible for

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coordinating emergency management, which currently is the responsibility of the on-duty Watch Commander. Centralizing these functions is crucial to incident management and also the future of safety in and around the new metro stations.

The conversion of the vacant, non-sworn Administrative Division Commander position to sworn Police Captain will provide greater direction of the Division and provide increased law enforcement oversight of jail services. A Captain temporarily has current oversight of this division.

It was also recommended that further evaluation be presented to the following areas:

- Evaluation of the City Tow Yard program based on the civilian and sworn staffing time dedicated to the program in relationship to its impact on service and costs/revenues
- Evaluation of the Pay-to-Stay Jail program in relationship to its impact on service and costs/revenues
- Evaluation of over-time practices
- Evaluation of property storage, evidence storage, crime scene processing and forensic analysis in relationship to “Best Practices” and conformity to legal standards
- Evaluation of the physical layout of the Police Department space in relationship to improving staff adjacencies, communications and teamwork.

The full Staffing and Structure report will be presented to the City Council during an upcoming Study Session.

FISCAL IMPACT

Any new costs associated with the Strategic Plan and Staffing and Structure would be determined and described in a future formal budget request for the City Council consideration.

RECOMMENDATION

That the City Council review and provided feedback on the Police Department’s Strategic Plan.

Sandra Spagnoli, Chief of Police
Approved By



Attachment 1

BEVERLY HILLS POLICE DEPARTMENT



STRATEGIC PLAN 2016-2019

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Police Chief's Message

The Police Department has completed a comprehensive strategic planning effort, recognizing the importance to plan for our future. The plan is designed to be flexible and places a focus on priority areas which will evolve based on the changes in the community.

The planning process allowed the Department to set a course for the future, and thoughtful discussion on programs, department structure and services important to both the community and employees, with the goal of continuing to improve our services to the citizens of Beverly Hills. The plan was completed in collaboration with employees, and significant feedback from key stakeholders. As a result, the Strategic Plan will establish a clear path for the Department, in alignment with the City Council's Vision for the community. The plan also translates our Department Mission, Vision and Core Values into goals and objectives, to have a plan the effectively allocates our resources to the most important issues in the community.

The key Strategic Plan goals crafted to guide the Police Department into the future are:

- Goal 1-** To provide services to meet the needs of the community
- Goal 2-** To continue to build community partnerships
- Goal 3-** To establish and maintain best practices in law enforcement
- Goal 4-** To utilize technology to achieve law enforcement objectives
- Goal 5-** To identify, support and actively advance major citywide projects to completion
- Goal 6-** To provide opportunities for youth engagement

As the Police Chief, I want to express my sincere appreciation for the input of the City Council, City Manager, employees and the community, during the creation of this Strategic Plan. We continue to take pride in the quality and level of public safety services in Beverly Hills. On behalf of the Beverly Hills Police Department, thank you for your support as we continue to build upon our strong relationships in the community.



Sandra Spagnoli
Police Chief

City of Beverly Hills Vision Statement

The Police Department aligned the departmental Strategic Plan with the City Council's adopted Vision Statement.

Beverly Hills . . .

Offers the highest quality of life achievable and maintains a unique and friendly character for residents, visitors, and neighbors

Is a world-class community, offering an extraordinary environment, activities, and events

Is known throughout the region, state and nation as a leading edge, innovative community in its government, business, and technology programs

Is committed to being the safest city in America

Is known internationally for its alluring and distinctive hotels, retail stores, restaurants, and entertainment and headquarter businesses



City and Police Department Background

The City of Beverly Hills, California was incorporated in 1914 and today stands as one of the premier cities in the country with a resident population of approximately 35,000 people and a daytime visitor/working population that can rise to a high as 290,000 people.

Residents enjoy a very high quality of life with a small town atmosphere. Beverly Hills residents are generally considered to be accomplished and are highly engaged in the community. The schools and public safety services are the resident's most frequently mentioned points of pride and reasons for living in the city.

Beverly Hills businesses are internationally recognized in the retail, visitor, financial, professional services and entertainment sectors. The community is home to the famous Rodeo Drive Shopping District, as well as host to numerous high-profile venues and special events.

The residents and businesses receive a first-class level of municipal services from the City and attentive customer service from its employees. A five-member elected City Council sets policy, establishes local laws and acts on financial matters operating as a California General Law city.

The City Council appoints a City Manager who administers day-to-day municipal functions with more than 1,000 employees and a \$450 million annual City Budget.

The Police Department delivers 24-hour per day law enforcement services with 128 authorized sworn officers and 74 full-time equivalent civilian personnel operating within a \$60 million budget.

A hallmark of the Department is its community-oriented policing delivering an extraordinary level of personal customer service. The Department typically responds to emergency calls within an exceptional three-minute response time.

Beverly Hills, by its nature, poses unique demands on law enforcement not found in other American cities. In a recent study for the Police Department, the 7WorksCenter found the following issues should receive the attention of the Department during the next 1-3 years:

- Threats related to being an internationally high profile community
- The community's proximity to high profile targets in the Los Angeles region
- School security and safety
- The impact of technological crimes
- The planning, construction and operation of two new Metro stations
- The increase in property crime
- The increase in traffic and parking issues
- The impact of new development
- The security needs for VIPs, programs and events
- The resolution of contentious internal personnel matters
- The staffing of vacant police officer positions
- The increase in police use of technology
- The impact of realignment and new legislation related to the reform of the criminal justice system
- The threat of attacks on local police officers

Police Department Adopted Mission Statement

*We provide professional and proactive services
in partnership with our community*

Police Department Adopted Vision Statement

*Dedicated to establishing the
safest community through exceptional policing*

Police Department Adopted Core Values

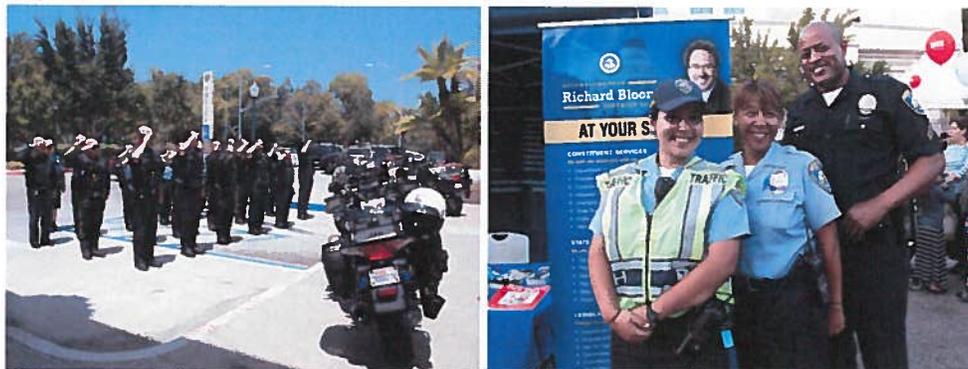
Courage

Commitment

Honor

Integrity

Respect



Introduction

Strategic planning is a valuable means by which to assess the past, present and forthcoming in order to effectively chart an organizational course into the future. To be successful, it requires the prerequisites of organizational readiness, time and commitment.

Ready to plan for its future, the Beverly Hills Police Department made the commitment to dedicate departmental time into a strategic planning process that resulted in the Strategic Plan that appears in this document.

The strategic plan process was a well-suited tool for the Police Department in that encouraged critical thinking, anticipating, and responding. The process was used to address the needs of stakeholders and the community as well as it served as a needed teambuilding activity for participants.

It was a great way for the Police Department to take a forward-looking view of its police work compared to the normal day-to-day focus on law enforcement problem solving.

Identified are goal areas where the Department can center its aim on researching and then deploying “Best Practices” from the law enforcement field.

And, the process allowed the Police Department to better understand and align its direction with the City Council’s vision for the community.

Strategic Planning Process

The Police Department used an inclusive approach to its strategic planning process. This started with a 28-member departmental committee empowered to fully participate in the research, assessments, dialogue, decision-making and writing of the Strategic Plan. The Committee represented a cross section of the Police Department including both sworn and civilian employees. They carried out assigned committee work and participated in the one-day Strategic Plan Workshop.

A Goal-Based Strategic Planning model was used as the framework for creating the departmental Strategic Plan. The key components included:

- Establishment of a Strategic Planning Committee
- Information Gathering, Research and Evaluation
- Review of the City Council's Mission, Vision, Goals and Priorities
- Review of the Department's Current Mission, Vision, Goals and Objectives
- Collection and Consideration of Internal and External Stakeholder Input
- Consideration of Summary Findings from a Departmental Staffing & Structure Study
- Celebrate Departmental Successes of the Past 12-Months
- Assessment of the External Environment Influencing the Department by a STEEP Analysis: **S**ocial, **T**echnological, **E**conomical, **E**nvironmental and **P**olitical
- Assessment the Internal Environment Influencing the Department by a SWOT Analysis: **S**trengths, **W**eaknesses, **O**pportunities and **T**hreats
- Creation a New Departmental Mission Statement
- Creation of New Departmental Vision Statement
- Creation of New Departmental Core Values
- Creation of New Departmental 3-Year Goals
- Creation of draft Program Objectives for Consideration in the Department's Work Plan
- Alignment with City's Mission, Vision, Goals and Objectives
- Identification of Partners Needed for the Successful Implementation of the Strategic Plan
- Development of a Communication and Implementation Schedule for the Strategic Plan

In this way, the Department was able to grasp its environment, understand the City Council's priorities, articulate goals and map a pathway into the future.

The map into the future will require refinement and additions to the Strategic Plan objectives by the Police Department's leadership team.

Those objectives within the managerial discretion of the Police Chief will be scheduled for implementation. Objectives requiring the City Manger's administrative authorization will be set for his consideration. The City Council will be asked for consideration of policy and budget actions related to selected Strategic Plan objectives during their priority setting sessions and budget meetings.

Lastly, the Police Department Strategic Plan needs to be reviewed on a monthly basis; updated in a workshop every six-month; and be a key touchstone for the Department's work plan and budget funding requests.

Stakeholder Participation

The strategic viewpoints from an array of stakeholders were elicited during in the planning process. Interviews, surveys and focus groups were used to obtain information and perspectives internally and externally to the Police Department. The specific feedback methods were:

- A residents focus group
- A business community focus group
- A departmental employee focus group
- A confidential departmental employee survey
- A community survey at the National Night Out Event
- Interviews with business community members
- Interviews with elected and appointed City and School officials
- Interviews with community members
- Interviews with police sworn and civilian employees
- Interviews with related City Departments' management

The general response from the community interviews and focus groups was that residents were highly pleased with the performance of the Police Department and expressed a very high level of support for the officers. Concerns noted included worries over reports of increased residential crime; traffic and pedestrian safety issues; school security; training for dealing with both the mentally/physically handicapped and homeless; and, the right number of officers to provide a superior level of policing service and customer service.

Feedback from the business community also expressed a very high level of support for the officers. Concerns noted included the threat of a high profile terrorism attack; the need for more officers to staff foot, bike and traffic patrols in the commercial district; higher visibility and accessibility of officers; more on-the-street use of crime detriment technology; and an increase in connectivity between businesses and officers.

Employees in the Police Department expressed the need for additional staffing; their strong support for the Police Chief; readiness for change; wanted consistency in leadership direction; desired organizational adjustments in structure, staffing and operations; a written succession plan and associated training plan; and attention required to resolve past internal contentious personnel matters.

The viewpoints gathered from other City Departments and City Elected and Appointed officials as well as School Officials varied. Generally, concerns were expressed about preparedness for terrorism and emergencies; the early release of inmates from State prisons; beneficial public safety use of new technology; neighborhood security; crime prevention; filling police officer vacancies; the Metro Purple line extension; continued expectation of extraordinary customer service; appropriate levels of sworn police staffing; and, interest in revisiting the schools – police liaison officer program.

Police Department Successes of the Past Year

The Strategic Plan process recognized and celebrated the Department's successes of the past year. These included:

- Expanded community outreach
- Engaged Departmental committees
- Maintained quality response time with lower number of personnel
- Increased community support
- Initiated commercial enforcement program
- Delivered fast turnaround time on reports
- Responded to major events without incident
- Hired a new Police Chief
- Hired new police officers
- Revised the hiring process
- Increased attendance at Police Department events
- Increased arrests for property crimes
- Succeeded in criminal prosecutions
- Received top rating in jail facility evaluation
- Successful red light enforcement program
- Adopted changes to police cadet program
- Provided with dignitary protection detail
- Initiated Strategic Plan process with employee and community engagement
- Increased social media engagement
- Re-launched Police Explorer program
- Maintained community support



External Factors Influencing the Police Department

During the strategic planning work process, participants conducted an environmental scan of factors external to the Police Department that could influence the Department's service to the community. These included:

- National Level
 - Funding reductions by federal government
 - Anti-police attitude and attacks
 - Marijuana decriminalization
 - Economy
 - Social media
 - Federal intervention into local law enforcement
 - Asset forfeiture legislative changes
 - November Elections

- State Level
 - Realignment
 - Public Records Act
 - State reporting requirements
 - Politics
 - CALPERS public safety pension changes
 - Limited assistance in handling the mentally ill
 - Court closures
 - November Elections
 - Lack of reimbursement for mandated costs
 - Diminished municipal tax revenues through the State
 - Unfunded mandates
 - Reduction in State enforcement work by State agencies

- Local Level

<ul style="list-style-type: none"> • Transportation grid lock • Land locked City boundaries • Beverly Gardens Project • School District Relations • Go Green movement • Mutual aid requests • Earthquakes and other natural disasters • Construction projects • Police radio systems interoperability • High community support • Metro Purple Line Extension Project 	<ul style="list-style-type: none"> • CCTV • Tourism • Transparency • Crime Reporting • Media attention
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Internal Factors Influencing the Police Department

During the strategic planning work process, participants conducted an environmental scan of factors internal to the Police Department that could influence the Department's service to the community. These included:

- Strengths
 - Resources
 - Community support
 - Equipment
 - Training
 - Technology
 - Customer Service
 - Police and Community Together (PACT)
 - Employee care
 - Quality personnel
 - Working conditions
 - Great Police Chief
 - Response time
 - Teamwork
 - Financial resources
 - Police Foundation

- Weaknesses
 - Lack of promotion and assignment opportunities
 - Mixed messages from supervisors and management
 - Limited rotation of assignments
 - Deficit of mentors
 - Intradepartmental communication
 - Lack of leadership consistency
 - Short staffed
 - Mandatory overtime
 - Criminal and traffic court move
 - Technology
 - Training budget
 - Lack of close-in affordable housing for police officers
 - Decreased experience with newly hired police officers
 - Inflexibility "Always done it this way"
 - Leadership development

- Opportunities
 - Additional staffing
 - Return of special assignments
 - Improved service to community
 - Shape the Department culture
 - Advance personnel into leadership roles
 - Community support system
 - Tenured Employees
 - Promotions in future
 - Education benefit
 - Community engagement
 - Hiring police officer positions

- Threats
 - Loss of organization knowledge with leaving retirees
 - Rotation assignments
 - Parking security and safety for police employees
 - Facility inefficiencies
 - Technology crimes

Police Department Adopted Three-Year Goals

After an assessment by the participants in the strategic planning process, the following six goals were adopted by consensus for the next three-years:

1. To provide services to meet the needs of the community
2. To continue to build community partnerships
3. To establish and maintain best practices in law enforcement
4. To utilize technology to achieve law enforcement objectives
5. To identify, support and actively advance major projects to completion
6. To provide opportunities for youth engagement

Police Department Strategic Objectives

Any Strategic Plan is only as good as its execution. Participants in the strategic planning process identified the specific objectives described in Exhibit A as the action plan for moving forward on the Department's six adopted goals.



Partners in Achieving the Police Department Goals

The Police Department recognized that to achieve its Strategic Goals, it must partner with other key stakeholders inside and outside the organization. Identified as key strategic partners were:

- City Council
- City Manager
- Resident Community
- Human Resources Department
- Information Technology Department
- Finance Department
- Public Works Department
- Fire Department
- School District
- Parent Teacher Associations
- Businesses Community
- Chamber of Commerce
- Home Owner Associations
- Law enforcement at the federal, state, county and local level

Strategic Plan Implementation Process

IMPLEMENTATION

This Strategic Plan is a dynamic document that will guide the thinking and actions of the Police Department for the next 3 years. To insure that this document serves as an essential tool, it will be evaluated and updated annually by gathering input from stakeholders. The Department's mission and values serve as the basis for the strategic goals set forth in this plan. Each of the objectives will be assigned to staff, have a timeline for completion, and a review of funding. The goals and objectives of the Strategic Plan will be communicated to the City Council and all members of the Department.

EVALUATION

To ensure continuing progress and success in implementing the Strategic Plan, the plan will be evaluated on an annual basis by the Chiefs office with a written quarterly review of the plan progress. A yearly report will be published that incorporates the status of goals which will be provided to the City Manager, City Council and BHPD. The report will also be available on our website for the public.

TIMELINE

- **August 23** Departmental Adoption of the Strategic Plan
- **September 6** City Council Presentation of the Strategic Plan
- **September 27 & 29** Distribution of the Strategic Plan to all Department Employees
- **TBD** Initiate Actions with Departmental Discretion to Implement Plan
- **TBD** Present Budget Proposals to City Council to Advance Plan

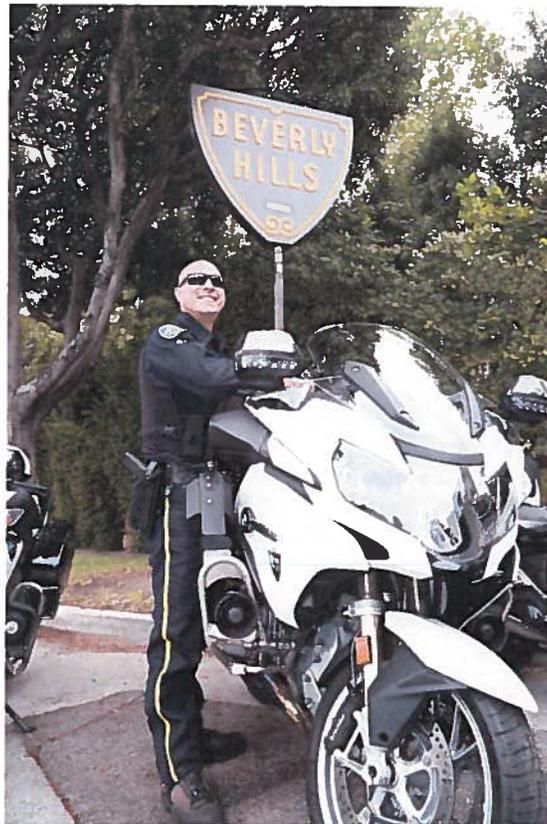
Conclusion

Adopting the Strategic Plan will provide a Department direction for the delivery of services for the future. It will continue to evolve every year through quarterly reports and an annual review, allowing for modifications as future challenges arise. In closing, providing the highest level of services and safety in Beverly Hills remains a high priority as we move into the future. The Beverly Hills Police Department is dedicated to establishing the safest community through exceptional policing with Respect, Integrity, Courage, Commitment and Honor.

Exhibit A

Strategic Goals

- **Services** – To provide services to meet the needs of the community
- **Building Community Partnerships** – To continue to build community partnerships
- **Best Practices in Law Enforcement** – To maintain best practices in law enforcement
- **Technology** – To utilize technology to achieve law enforcement objectives
- **Special Projects** – To identify, support and actively advance major projects to completion
- **Youth Engagement** – To provide opportunities for youth engagement



SERVICES

Objective Name	Description	Assigned To	Target Date
Command Structure	Reorganize key department leadership positions for the ability to carry out strategic planning objectives. Specifically, design a "Second in Command" position and consider converting Civilian Commander Position to Captain	Office of the Chief	January 2017
Bicycle Enforcement	Implement a fulltime bicycle enforcement unit to handle business triangle/collaboration and homeless outreach	Field Services Division	June 2018
Special Problems Unit	Establish a Special Problems Unit to address crime problems in the city ie: major crimes, quality of life issues, etc.	Field Services Division	October 2018
Purchasing Agent	Assign person to serve as Purchasing Agent for PD, responsible for department agreements, amendments, purchases, requisitions, etc.	Office of the Chief	June 2018
Reserve Officer Program	Develop a viable reserve program. Use reserves to enhance patrol, dignitary protection, school details, special events, address quality of life issues	Personnel and Training Unit	December 2018
Desk Officer	Designate a desk officer position for better service level; handle complex investigations, higher quality of public service	Field Services Division	December 2019
Commercial Enforcement	Designate a second traffic officer dedicated to commercial enforcement to enforce commercial vehicle laws related to construction, tour vans and catering services operating in the city	Traffic Unit	TBD
K-9	Add additional K-9 with explosive detection capability	Field Services Division	July 2018
DUI Enforcement	Develop a comprehensive, plan to conduct DUI enforcement. Explore grant funding for checkpoints; dedicate 2 traffic officers to this initiative	Traffic Unit	July 2018
Restore Special Enforcement Section	Re-establish a dedicated investigative component of the Detective Bureau to	Investigations	July 2018

Objective Name	Description	Assigned To	Target Date
(SES)	provide support for specialized criminal investigations, surveillance and apprehension of criminal offenders, and Vice related investigations/enforcement		
Employee Orientation	Create and implement a BHPD "Traditions" Program for all new PD employees	Office of the Chief	July 2017
High Tech Crimes Unit Investigator/Examiner	To add one (1) additional BHPD investigator/examiner to the HTCUC to assist with digital forensics and cyber investigations	Detective Bureau/High Tech Crimes Unit	July 2017
School Liaison	Review viability to add additional support to schools	Office of the Chief	July 2017
Expand Traffic Programs	Expand programs to include: Commercial Enforcement, DUI and Traffic Officers	Traffic Unit	December 2017
Strategic Staffing Plan	Complete the Strategic Staffing Plan and Provide the City Council with recommendations/options for programs and services for the future	Office of the Chief	October/ November 2016

BUILDING COMMUNITY PARTNERSHIPS

Objective Name	Description	Assigned To	Target Date
Community Education Presentations	Implement training programs for the public in defensive tactics, active shooter, forensics, cybercrime, anti-bullying, etc.	Community Relations Unit	August 2017
Social Media	Enhance methods of using social media to expand materials/information	Community Relations Unit	October 2016
Volunteers in Policing (VIP) Program	Develop a VIP program to provide enhanced community/department support	Community Relations Unit	July 2017
Traffic Education	Review need for programs such as Teen Driver Education, Seatbelt Education and Cellphone violation campaigns	Traffic Unit	July 2017
Police and Community Together (PACT)	Add a page on to the Department's website on PACT and Community Volunteer Opportunities	Community Relations Unit	December 2016



BEST PRACTICES IN LAW ENFORCEMENT

Objective Name	Description	Assigned To	Target Date
Training Programs	Update the training plan for each PD position and classification and make available to all department employees	Administrative Services Division	July 2017
Leadership Training	Provide leadership training to supervisory and Command Staff to maintain contemporary leadership skills for the workforce	Administrative Services Division	Dec 2016
City-PD Coordination	Ensure collaboration with all city departments on of mutual concern	Office of the Chief	June 2017
Policy Manual Automation	Update policy manual and implement an automated system	Office of the Chief	June 2017
Crime Lab Accreditation	Assess the needs for Department of Justice accreditation of the Crime Lab	Crime Lab Unit	August 2018
Electronic Surveillance (ES) Capability	To develop/enhance our electronic surveillance capability to include pole cameras, bait car apparatuses/devices, recording & monitoring devices, and field monitoring equipment to assist with ongoing problem crimes (burglaries, thefts etc.), significant investigations, and vice/narcotics operation	Detective Bureau/Special Enforcement Section (SES)	July 2017-June 2018
COMPSTAT (COMPUter STATistics) Integration	To further develop an information-sharing relationship (MOU) with the LAPD and other adjoining jurisdictions (LASD) to fully realize the potential of crime statistics during preliminary and follow up investigations. Additionally, this would also assist the BHPD with strategic field deployment alternative	Detective Bureau	July 2017-June 2018
Data-Driven Response	Implement the Data-Driven Approaches to Crime and Traffic Safety program	Field Services Division	December 2017
Crime Analyst	Expand capabilities of crime analyst - this includes regular crime presentations and department response, including real-time crime statistics	Office of the Chief	June 2017
Jail Services	Conduct a review of jail services	Jail Unit	June 2017
Below 100	Implement "Below 100" program to improve officer Safety	Traffic Unit	June 2017

Succession Plan	Develop a department Succession Plan that is inclusive of all Department positions	Office of the Chief	2017
Annual Department Survey	Conduct an annual department survey to determine employee satisfaction and morale	Office of the Chief	2017

TECHNOLOGY

Objective Name	Description	Assigned To	Target Date
Traffic Unit Equipment upgrades	Acquire equipment and devices to enhance motor unit traffic enforcement duties. These include: E-Ticket writers, Bluetooth radio communication and consistent setup on units	Traffic Division	June, 2017
CAD/RMS System Review	Evaluate current system which will be at the end of life cycle in 2019	Administrative Services Division	July 2018
Secure Radios	Acquire Digital Secure Radios to enhance security	Special Projects Unit	December 2016
Database Access	Enable access for officers to criminal databases in the field including CalPhoto,	Records Unit	June 2017
Enhance Citation Writing Systems	Acquire auto-populate systems with DL swipe to enter information into New World and enable automated citation systems	Special Projects Unit	June 2017
Scheduling Program	Full implementation of a scheduling system for all PD	Field Services Division	March 2017
Mobile Phones	Expand mobile phones program for all officers to include Milestone access	Field Services Division	July 2017
Digital Records	Digitize all permanent files in the Records Unit	Records Unit	June 2019
Body Worn Cameras	Complete process to assess viability of body worn cameras for field personnel	Field Services Division	June 2017
Online Reporting System	Develop and implement "Cop Logic" for citizen reporting including a phone application component	Records	June 2017
Social Media Software	Acquire and implement social media management software to assist Intelligence with monitoring	Intelligence Unit	June 2017
Incident/ Use of Force Management System	Implement incident management system IA Pro/Blue Team	Office of the Chief	June 2017
CCTV/ALPR	Expand CCTV/ALPR program	Special Projects Unit	June 2017

SPECIAL PROJECTS

Objective Name	Description	Assigned To	Target Date
Police Employee Secured Parking	Identify best utilization of space for functionality and security	Special Projects Unit	June 2017
Metro Subway Project	Partner with LASO, Metro and Stakeholders to facilitate construction, monitor progress	Field Services Division	Ongoing
Police Substation	Explore feasibility of establishing a secure substation in preparation for the Metro Subway opening; provides faster response time and secondary police facility in case of a major incident	Administrative Services Division	October 2019
Building Remodel and Renovation	Remodel police facility to suit current and future needs; replace outdated furniture and equipment; evaluate design layout and reorganize for greater efficiency	Administrative Services Division	Ongoing

YOUTH ENGAGEMENT

Objective Name	Description	Assigned To	Target Date
Improve Community Relations with Youth	Identify additional programs to educate youth in the community	Community Relations Unit	June 2017
Explorer Program	Expand the number of Explorers currently in program	Community Relations Unit	On-going
Youth Leadership Program/ Competition	Participate in local and statewide Explorer Competitions and Leadership Academy	Community Relations Unit	December 2017
Officer Mentoring/ Coaching Program	Work with the schools to expand officer/ department involvement and engagement with youth. Seek opportunities to assist with mentoring students	Community Relations Unit	December 2017
911 for Kids	Implement a Beverly Hills 911 for kids program, to educate children how to use 911 services	Dispatch Manager	December 2017

Acknowledgements

Special thanks to the men and women of the Police Department and following individuals who contributed valuable insight into the development of this Strategic Plan.

Strategic Plan Team Members:

Officer Phillip Arriaga, Officer Daniel Chilson, Detective Christopher Coulter, Sergeant George DeMarois, Field Training Officer Billy Fair, Senior Forensic Specialist Clark Fogg, Records Supervisor Elena Garner, Records and Jail Manager Sylvia Gelfman, Lieutenant David Hamel, Lieutenant Michael Hill, Lieutenant Lincoln Hoshino, Officer Eric Hyon, Officer Paul Kim, Captain Tony Lee, Sergeant Dennis Lynch, Sergeant Gregg Mader, Sergeant Robert Maycott, Senior Records Specialist Christina Meza, Field Training Officer Andrew Myers, Senior Records Specialist Elva Nunez, Sr. Management Analyst Tania Schwartz, Sergeant Max Subin, Parking Enforcement Dispatcher Melissa Sutton, Executive Assistant II Stephanie Szwajkos, Officer Daniel Tanner, Sergeant Giovanni Trejo, Officer Thomas West, and Sergeant Todd Withers

Council Members and Staff:

Mayor John A. Mirisch, Vice Mayor Nancy H. Krasne, Councilmember Lili Bosse, Councilmember Julian A. Gold M.D., Councilmember Kathy Reims, City Manager Mahdi Aluzri, Director of Emergency Management/ Resilience and Recovery Pamela Motice-Muller, Fire Chief Ralph Mundell, and Assistant Director of Administrative Services- Human Resources Shelley Ovrorn

Community Members:

Abe Mathalon, Amil Desai, April Jergens, Archana Tuli, Bahare Yektafar, Chele Moore, Howard Goldstein, Ilan Portugali, Jake Manaster, Joe Safier, Karen Platt, Laurent Dubner, Lisa Kay Schwartz, Raj Batra, , Rose Kaiserman, Sabrina Kreimerman, Shermeen Greenmun, and Wolfgang Odenthal



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