



**CITY OF BEVERLY HILLS
STAFF REPORT**

Meeting Date: August 16, 2011
To: Honorable Mayor & City Council
From: David L. Snowden, Chief of Police
Subject: Police Department Strategic Plan 2011-2014
Attachments: 1. Strategic Plan

INTRODUCTION

In 2009, twenty-two members of the Beverly Hills Police Department came together to develop the Department's 5 year Strategic Plan for 2011-2014 and layout our vision for the future. The result was a focused blueprint incorporating key elements of previous planning efforts, performance indicators, and citizen input. This "roadmap" to the future included six key strategic priorities for the Department.

Furthermore, the Police Department's Strategic Plan is in alignment with the City's Strategic Plan in support of Goal #7 – Expand the Use of Technology and Goal #8 – Work Across Department Lines to Strengthen Public Safety and Emergency Management Resources.

DISCUSSION

The Strategic Plan was conceived and developed as a fluid document detailing the approach to an ever-changing environment of public safety issues. This planning approach allows the organization to concentrate its attention and resources on the most important issues. As with any good plan, it is flexible, leads to growth, innovation, allows for a changing future and unforeseen developments, and lends itself to continuity with the next strategic planning cycle.

Committees comprised of individuals from all levels and assignments throughout the organization worked in teams to develop goals, strategies and methods to measure the success of the plan's initiatives. These teams looked at internal and external initiatives, and performed extensive outreach to ensure community input and feedback was incorporated into the plan.

Under the guidance of command staff, the teams developed six goals:

- Secure Community
- Police and Community Together
- Traffic Safety
- Employee Excellence

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- Innovative Attitudes
- Smart City Initiatives

The final product not only establishes goals and strategies, it also provides a framework to measure the success of initiatives.

Most importantly, the Strategic Plan leads to the sort of orientation and clarity necessary for every member of the organization to know what is expected of them, their work groups, and the organization as a whole. When shared outside the organization, it informs the community of both the big picture perspective necessary to understand the depth, breadth and importance of what is being done, as well as being specific enough to explain the day-to-day business that occurs.

FISCAL IMPACT

None.

RECOMMENDATION

None.



David L. Snowden, Chief of Police
Approved By

Attachment 1

STRATEGIC PLAN

2011 – 2014



BEVERLY HILLS POLICE DEPARTMENT VISION, MISSION AND VALUES

VISION

It is the vision of the Beverly Hills Police Department to become the model organization of the law enforcement profession through an uncompromising dedication to public service, by hiring the highest quality personnel possible, and through continuous improvement in all facets of our profession.

MISSION

It is the mission of the Beverly Hills Police Department to provide superior law enforcement service, while making our community the safest place for all people to live, work and visit.

VALUES

Public Trust

We value the rights of all people and actively promote mutual trust in our community.

Proactive Law Enforcement

We work collaboratively to fulfill our paramount duty: the protection of life and property, the prevention and detection of crime, the apprehension and prosecution of criminals and the relentless pursuit of justice.

Exemplary Service

We value our customers, both external and internal, and strive to provide the highest quality service possible at all times.

Organizational Excellence

We value our employees and strive for personal and professional excellence through training and teamwork in an open and innovative environment.

Leadership

We empower and motivate our employees to lead through continuous improvement, creative problem solving and proactive thinking.

Integrity

We value honor and truthfulness and hold ourselves to the highest standards of moral and ethical conduct.

Spirit of Partnership

In alliance with our community and other City Departments, we are dedicated to demonstrating a spirit of partnership through compassion, enhancing the quality of life for everyone.

MESSAGE FROM POLICE CHIEF DAVID L. SNOWDEN



One of the most difficult aspects of managing a law enforcement organization is responsibly interpreting and meeting the needs of a community, and developing a unified sense of direction. This is especially challenging because competing interests can interfere with identifying the paths to success. However, achieving that meaningful sense of direction is exceedingly important for the Beverly Hills Police Department. In doing so, it will direct and guide all significant decisions the organization makes. It will ensure that the organization is concentrating its resources on community-focused objectives. These needs call for a Strategic Plan which will set the stage for the future of law enforcement activities and initiatives in Beverly Hills.

Strategic planning leads to the sort of orientation and articulation necessary for every member of the organization to know what is expected of them, their work groups, and the organization as a whole. When shared outside the organization, it provides the community with the perspective necessary to understand the depth, breadth and importance of the public safety activities being performed, as well as being specific enough to explain the day-to-day business that occurs.

A significant effort goes into the planning and development of the actual Strategic Plan. The Beverly Hills Police Department's Strategic Planning Team, comprised of members from all levels of the organization, identified internal and external stakeholders in policing. The results of those efforts were realized in the formation of the Plan. It is my hope that the Plan is embraced by the community and department members as it truly is a result of their collaboration. I also see the changes incorporated within as an opportunity for leadership amongst our most outstanding asset, our community and department employees.

The Plan, while comprehensive and succinct in its presentation, is in fact, flexible. Any successful Strategic Plan must be adjustable, lead to growth, innovation and the expansion of ideas, and allow for a changing future and unforeseen developments. Additionally, the plan should lend itself to continuity with the next strategic planning cycle.

Therefore, on behalf of the dedicated professionals of the Beverly Hills Police Department and the many collaborators in our strategic planning process, I am pleased and proud to introduce the Beverly Hills Police Department's Strategic Plan. You have my assurances that this inaugural strategic plan will assist us in further sharpening our focus on improving our services well into the future.



MESSAGE FROM CAPTAIN EDWARD T. KREINS



Long-term planning is a difficult task for a law enforcement agency as we are largely mission driven and often find ourselves in a reactive response framework. Ever changing crime patterns and large scale incidents often drive change within our industry. Taking this dynamic into account, it behooves us as an organization to develop plans that increase our overall efficiency as a law enforcement agency in order to streamline our ability to adapt in all situations. While we must be flexible operationally, we also need to have bedrock values that guide our day-to-day decision making. Recognizing this, we have chosen to use our Vision, Mission and Values Statements as the platform for our strategic planning process. It was our belief that if we are consistent in *who* we are as an agency then we can address *what we do* from a much stronger standpoint. Therefore, each proposed initiative was weighed by asking the following question: "Does

this program enable us to better meet our stated vision or mission?" In addition, to clarify how each program answered this question, we have linked each initiative to one or more of our stated values.

Another challenge for the strategic planning process is our existing internal culture of continuous improvement. Our employees are our greatest source of improvement ideas and their input has proven invaluable, so much so that developing additional ideas for planning purposes was relatively difficult. Much of the information contained in this Plan was developed from their suggestions and for that they should be applauded. That being stated, their day-to-day contributions to our Department's continuous improvement have proven to be one of our most outstanding attributes as an organization.

Through our community and employee input, we have identified 6 areas of concentration:

- Secure Community
- Police and Community Together
- Traffic Safety
- Employee Excellence
- Innovative Attitude
- Smart City

Detailed descriptions of each area of concentration follow within the Plan document, along with the individual initiatives and programs that have been chosen for development and implementation. It is our hope that these programs will increase our Department's ability to serve our community in an exemplary manner well into the future.

I would like to take this opportunity to personally thank everyone who contributed to the planning process. Your input and assistance was invaluable and you are to be commended for your efforts toward a better Beverly Hills Police Department.



MESSAGE FROM THE POLICE LEADERSHIP COUNCIL

Instituted by Chief David L. Snowden in 2004, the Leadership Council has worked diligently alongside the Chief in fostering a proactive and innovative atmosphere within our Department. All of the members of the Leadership Council were extremely proud when Chief Snowden again called upon them to assist him, and his staff, in the development of a strategic plan for the Beverly Hills Police Department.

When the Department's Strategic Plan was originally discussed, Chief Snowden informed the Leadership Council of his desire to utilize an employee team-based approach for the development and implementation of the programs born from the Plan. In this vein, the Leadership Council sees the Plan's value to our organization as a method of assuring maximum organizational effectiveness, and at the same time recognizing the Plan's equal value as an opportunity for leadership for all of our employees.

While the development of the Strategic Plan involved many people, the implementation of the Plan's programs will require everyone's effort. Teams of employees will be utilized extensively in carrying out the initiatives laid out in the plan. This approach provides our employees with the opportunity to take an active role in the individual projects and at the same time develop the skills necessary to become the leaders of our Department's future.



Supervising programs, working to keep groups cohesive and developing implementation strategies are all opportunities for demonstrating leadership qualities. The Leadership Council believes that this employee team-based approach meshes with our stated value of *Leadership and Organizational Excellence*.

The Leadership Council recognizes that the Strategic Plan is also a change mechanism. One of the Leadership Council's mantras is "Change is an opportunity for leadership." The programs contained within the Plan will change our workplace, our business practices and eventually our Departmental culture. It is the intention of the Leadership Council to assist all of our employees in *leading* these changes in a positive direction and in bringing about the best possible results for our employees and our Department.

The Leadership Council would like to take this opportunity to thank Chief Snowden for allowing us to be involved in this very worthwhile process. We look forward to rolling up our sleeves and assisting him in bringing the Plan's programs to fruition and leading our Department toward a very successful future.



SECURE COMMUNITY



Reducing crime and creating a safe environment is a top priority for the Beverly Hills Police Department. This basic principle is reflected in our stated mission: "It is the mission of the Beverly Hills Police Department to provide superior law enforcement service, while making our community the safest place for all people to live, work and visit." Our legacy of service has a "no call too small" philosophy at its foundation. Prompt, courteous service is our hallmark as is emphasized in our Departmental goal of a three minute or better response time to all emergency calls for service.

The Beverly Hills Police Department faces unique challenges in policing such a diverse and well known community. These unique factors include:

- A residential population of 34,000 that swells to over 300,000 during daytime hours based on the influx of workers and visitors to our City
- The number and size of special events that occur within our City
- The issues created by having over 375,000 cars passing through a limited amount of roadways on a daily basis
- Being surrounded in a densely populated metropolitan area makes our City susceptible to various regional crime trends



Our Department is committed to utilizing all pertinent methods available to accomplish our mission. To police this city effectively, we must allocate our police resources in the most efficient manner possible. To assist us in meeting this goal, we will be instituting the BHPD CARES program. The BHPD CARES program is modeled after existing community oriented policing methods and will allow us to more effectively fight crime while maximizing our ability to respond to quality of life issues. An additional program that will be instituted to streamline utilization of Patrol resources will be a Proactive Patrol Time Committee, which will study current practices and offer alternative ways to effectively utilize the Patrol Bureau's proactive patrol time.

SECURE COMMUNITY INITIATIVES



BHPD C.A.R.E.S.

The *BHPD C.A.R.E.S.* program will provide the Department with a mechanism for coordinating Patrol efforts on crime trends and quality of life issues, as well as a mechanism for tracking said issues.

Proactive Patrol Time Committee

The BHPD Patrol Lieutenants will convene a committee of Patrol representatives to develop strategies for more effective use of proactive patrol time by field officers.

Crime Analysis Potentialities

Captain McCann will lead a study of all potentialities for crime analysis within our agency. This will include the possibility of employing a full-time crime analyst to train Patrol Officers in this area of expertise.



SECURE COMMUNITY STRATEGIES

Strategy	Responsible	Timeline
<i>Implement BHPD C.A.R.E.S.</i>	Captain McCann	1 year
•Familiarize Employees	Patrol Lieutenants	
•Familiarize City Government		
•Community Outreach		
•Link to BHPD website		
<i>Proactive Patrol Time Committee</i>	Patrol Lieutenants	1 year
<i>Crime Analysis Potentialities</i>	Captain McCann	1 year
	Patrol Lieutenants	



POLICE AND COMMUNITY TOGETHER



The Beverly Hills Police Department is privileged to share a unique bond with our community. In 1996, the Police and Community Together (PACT) group was formed by a grassroots citizen committee to demonstrate their support for our agency. Since that time, Police and Community Together has become a motto symbolizing the strong bond that still exists between the Police Department and the community it serves. In an effort to both deepen and strengthen those bonds, the following initiatives have been developed. These programs, most of them which are a direct result of community input, build upon our Department's stated values of *Public Trust, Exemplary Service, and Spirit of*

Partnership. In addition, these programs focus on exposing our amazing employees to the public, allowing the public to access the vast knowledge our employees have to offer, as well as placing our employees in leadership roles within our community.

The development of a Citizen's Academy will assist our agency in educating our community on police procedures, safety considerations and current law enforcement concerns. Administered and taught by Department employees, the Citizen's Academy will prove to be both educational and informative to both the citizens who attend, as well as the employees who participate. Two additional methods of informing the public while utilizing our employee's knowledge will be the development of a quarterly interactive television show, as well as a series of presentations by subject matter experts which will be coined as the Department Speakers Bureau.



Held annually since 1995, the Police Department's Police Service Day and Pancake Breakfast has been a lively, interactive way for the Police Department to thank their community for their continuous support. In an effort to better serve our guests, an employee committee will be formed to explore ways to expand and improve this vitally important event.



POLICE AND COMMUNITY TOGETHER INITIATIVES

Citizen's Academy

The Citizen's Academy program is designed to educate the public on the day-to-day operations of a police department, as well as how it operates within the criminal justice system. The citizen's academy will also provide a leadership opportunity for those employees involved in the development and presentation of the weekly topics presented.



Youth Outreach Plan

The contraction of the BHPD School Resource Officer program presents a challenge for our Department in maintaining a positive influence within our school-aged community. It is therefore vitally important that our Department proactively develop plans for ways to remain involved. Youth outreach programs provide the Department with a positive vehicle for building the public trust within our youngest demographic.

Expansion of the BHPD Police Service Day and Pancake Breakfast

Since its inception in 1995, the BHPD Police Service Day and Pancake Breakfast has annually served as a way to bring police staff and the community they serve together. It is also seen by officers as an opportunity to express their appreciation for the community support they enjoy throughout the year. Highlights of the day include various displays of police equipment, tours of the police facility, a complimentary pancake breakfast and a chance for adults and children alike to interact with officers.

Quarterly Interactive Television Show

Utilizing public-access cable television, these planned programs intended to spotlight police efforts and crime prevention programs to educate residents how they can protect themselves against crime. These informational shows will also serve as a forum to show the public about the department, its services, activities and employees.

Neighborhood Outreach Programs

In essence, Neighborhood Watch programs will be enhanced to educate citizens how to help themselves by identifying themselves and reporting suspicious activity in their neighborhoods and businesses. These programs will have a shared foundational idea that brings community members together to establish control of their neighborhoods and reduce crime.



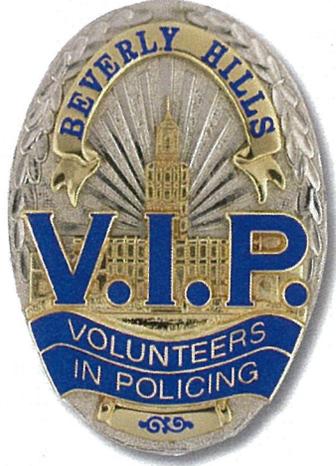
Community Car Show

To help preserve and enhance our connection with the citizenry, staff will explore the feasibility of hosting a car show featuring a cross section of hot rods, eco-friendly vehicles, and classic and vintage cars. This event would be an opportunity for car lovers and admirers to congregate and show off their prized vehicles, and for the police to interact with the community.



POLICE AND COMMUNITY TOGETHER STRATEGIES

Strategy	Responsible	Timeline
Citizen's Academy	Lt. Chirillo	2 years
Develop a Youth Outreach Plan	Captain Kreins, Juvenile Detectives	1 year
Expansion of BHPD Pancake Breakfast	Sgt. Nutall	3 years
Quarterly Interactive Television Show	Lt. Chirillo	3 years
Neighborhood Outreach Program	Lt. Chirillo	1 year
Community Car Show	Captain McCann	1 year



TEAM

BEVERLY HILLS



TRAFFIC SAFETY

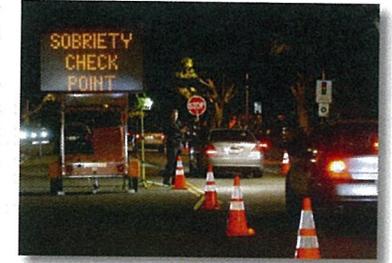


Traffic safety issues continue to be a top concern of our community members and are therefore a priority for our Department. In addition to traffic safety matters, maintaining the flow of over 370,000 vehicles that drive on our City streets on a daily basis is also an enormous task.

The traffic goals set for this Strategic Plan are a commitment to a comprehensive traffic plan involving the enforcement of traffic laws to promote safety and compliance with regulations, and working in partnership with the Traffic and Parking Commission, community and other public and private entities to resolve traffic problems through education, engineering and participation. In addition, staff will continue to pursue grants in support of traffic initiatives, including those related to driving under the influence. The Every 15 Minutes Program, a two-day program focusing on high school students which challenges them to think about drinking, driving, and the responsibility of making mature decisions. The result should be a safer community for all modes of transportation.

The primary purpose of selective enforcement is to minimize injury and property damage collisions by promoting a safe and orderly flow of pedestrian, bicycle, and motor vehicle traffic. This is accomplished through directed enforcement and by being highly visible in identified areas. Therefore, the Beverly Hills Police Department will undertake a number of strategies to dedicate available resources to traffic problems, including:

- Analyzing current traffic conditions and deploying resources accordingly
- Working in collaboration with the media to assist with our educational function
- Ensuring all Traffic and Engineering surveys are comprehensive and updated regularly



The Traffic Bureau will compile and analyze information obtained from community members, elected representatives, various citizen contacts, and collision statistics. The goal of this analysis will be to work collaboratively with the community in order to address and resolve identified traffic concerns through enforcement and education.

We will utilize all available resources including traffic and engineering surveys, radar trailers, the media, Public Works, and other additional avenues.

Traffic Safety Initiatives

Coordination with Additional Resources for Traffic Safety



TRAFFIC SAFETY STRATEGIES

Strategy	Responsible	Timeline
Comprehensive Staffing Analysis for Appropriate Resource Allocation	Lt. Rosen	1 year
Updated Speed Survey	Sgt Cornelius	1 year
Full-time Commercial Enforcement Officer	Sgt Cornelius	1 year
Partnering for Traffic Safety	Sgt. Cornelius	2 years
Motor Detail to Full Deployment	Lt. Rosen	1 year
Comprehensive Analysis of Traffic Collision Data	Sgt. Foxen	Ongoing



EMPLOYEE EXCELLENCE



As our Vision Statement pledges, the Beverly Hills Police Department employs the highest quality personnel available. Our Employee Excellence initiatives focus on two facets of maintaining our Vision. First, we will focus on those employees who are already part of our family and secondly on those who we hope to employ in the future.

The Beverly Hills Police Department places a great value on the amazing people we employ. In an effort to assist our employees in developing their potential to the highest level possible, we have placed an emphasis on Employee Excellence.

This initiative encompasses all employee development-based programs, including: mentoring, training, motivation, recruitment, hiring, retention, providing opportunity and succession planning. The issuance of a Career Track Survey will assist employees in selecting a career path and the implementation of a Career Development Manual will provide them with some of the tools necessary in achieving those career goals. All employees interested in future promotion will be afforded the opportunity to attend the City's Supervisor Academy to aid them in future promotional success. In addition to assisting our employees in developing themselves professionally, we are also seeking to assist them in developing themselves personally. In this vein, we will be instituting a Lifetime Fitness Program wherein members of our Department will attend training through law enforcement sources that will qualify them to aid their peers in developing and maintaining healthy lifestyles.

In order to maintain the excellence of our employees well into the future, we will develop a proactive three year recruitment plan that addresses those concerns facing public sector agencies as a result of our current economic climate.



EMPLOYEE EXCELLENCE INITIATIVES

Lifetime Fitness Program

This program focuses on the maintenance of successful fitness habits and the reduction of job related stress. The training encompasses proper fitness assessment, effective anaerobic-aerobic fitness principles, prevention of physical disablers through stress reduction, current nutrition guidelines and proper fitness program design. A proactive program of this type will benefit the Department by providing fitter, more confident personnel who will suffer less overall on-the-job injuries.



Three Year Recruitment Plan

Our nation's recent economic difficulties have changed the recruitment dynamic for the entire law enforcement profession. Despite these external factors, it is imperative that the Beverly Hills Police Department continues its tradition of excellence by hiring and employing individuals who are fair, professional and possess both a high degree of integrity and a commitment to public service. A concerted effort will be undertaken to gather data to assess and fine-tune recruitment programs. This will include the development of tools and methods for targeting recruiting efforts, assessing personnel needs and gauging goal accomplishments.



City's Supervisor Academy

The City of Beverly Hills offers supervisor preparation classes through their Supervisor Academy. The aim of this program is to assure that all personnel interested in future promotion will attend all available modules of the Supervisor Academy. This is in keeping with the Strategic Plans emphasis on Employee Excellence, as well as the Department's stated values of Organizational Excellence and Spirit of Partnership.

Career Development Manual

The Beverly Hills Police Department seeks to provide members an opportunity for individual growth, professional development and personal satisfaction at all levels of employment. To that end, a Career Development Manual will be created to assist employees in making intelligent decisions regarding career path opportunities by providing training plans that meet their individual career goals and objectives, and to provide qualified personnel for necessary staff replacements without an appreciable loss of efficiency or quality of service to the community. It will also provide a means whereby employees may come to realize professional excellence within a particular area of interest.

Career Track Survey

The Career Track Survey program provides our employees with the opportunity to explore potential career movement and to discuss those possibilities with personnel who have already attained those job assignments. In addition, Career Track allows employees to state their intended career paths and then begin preparing for eventual achievement of their stated goals.



EMPLOYEE EXCELLENCE STRATEGIES

Strategy	Responsible	Timeline
Lifetime Fitness Program	Lt. McKenzie, Leadership Council	2 years
Develop a Departmental Career Development Manual	Lt. T. Lee, Leadership Council	2 years
All Interested Employees Attend City Supervisor Academy	Sgt. Nutall, Personnel and Training	3 years
Issue a Career Track survey	Lt. T. Lee, Leadership Council	1 year
Develop a 3 year recruitment plan	Sgt. Nutall, Personnel and Training	1 year



INNOVATIVE ATTITUDE

Any healthy organization must strive for continuous improvement to remain vital. This holds especially true within the law enforcement profession wherein the competition is crime and chaos. An innovative attitude, resulting from an innovative culture, encourages all employees to consistently look for ways we can improve as both an organization and as collective leaders within both our own community and within the law enforcement profession. The Innovative Attitude initiative encompasses all innovative, improvement based and team-based programs with the goal of meeting our stated value of Organizational Excellence, which reads: "We value our employees and strive for personal and professional excellence through training and teamwork in an open and innovative environment."

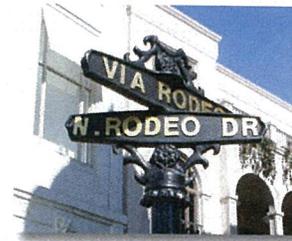
The Innovative Attitude initiative focuses on the use of, and the expansion of, Chief Snowden's Leadership Council. The Leadership Council has assisted Chief Snowden in implementing numerous innovative improvement programs that have kept the Department in a leadership role within the law enforcement community. In addition, the Leadership Council has assisted their fellow employees in developing and implementing ideas that have also led to organizational improvements. One important by-product of the Leadership Council's involvement in continuous organizational improvement has been the personal development of its members into leadership roles within the Department's structure.

As it has in the past, at Chief Snowden's direction the Leadership Council will administer a department-wide survey instrument calling for improvement ideas related to Departmental business practices, equipment and working conditions. Past surveys of this type have led to very positive changes within our organization.

The Beverly Hills Police Department has earned a reputation among the citizens of Beverly Hills, and the law enforcement profession, as being a benchmark organization. In this vein, a committee of Department employees will be convened to develop an outreach strategy for both the agency, as well as its excellent employees.



INNOVATIVE ATTITUDE INITIATIVES



All Employee Survey

In order to take advantage of the vast knowledge and capabilities of our personnel, the Department will issue a "call for ideas" from all personnel through a survey format.

360 Degree Survey

In order to develop our supervisory personnel to the highest levels possible, the Department will develop and implement a 360 degree survey of all supervisory and management personnel.

Outreach Strategy

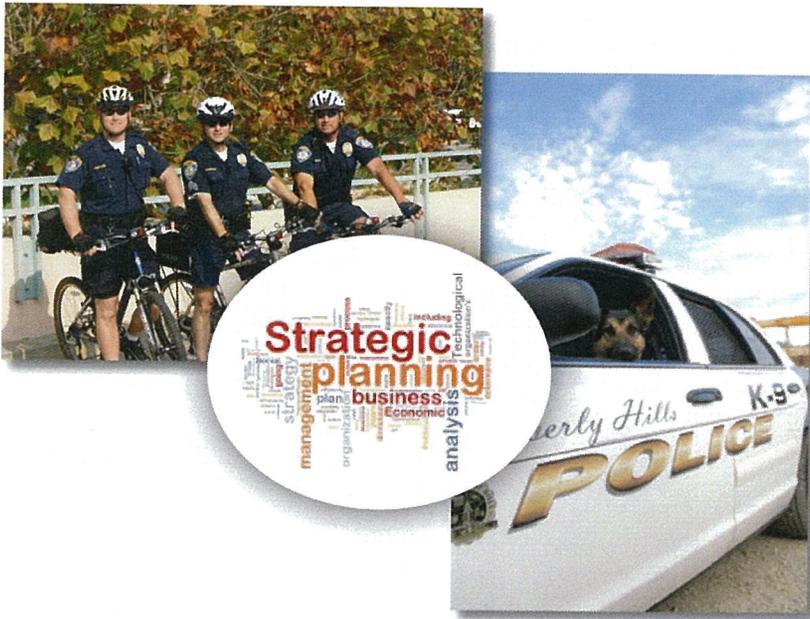
The Beverly Hills Police Department has earned the status of a model agency in the law enforcement profession and has maintained that status for an extensive period of time. There have been two professional operational audits of the Department in the past 25 years. In 2009, the Matrix Consulting Group made the following statements in their audit regarding the department's handling of the unique policing circumstances it faces "With an emphasis on customer service, the Beverly Hills Police Department confronts and answers these issues in an exemplary fashion..." It is important for this project team to point out that this Police Department [the Beverly Hills Police Department] has developed a culture of excellence which can be seen in the quality of its management, its attention to the efficiency and effectiveness of its programs and services as well as its attention to community needs."



In 1994, an audit by Towers Perrin stated: "The service orientation, and the overall professionalism of Department staff, has been matched by few of the more than 200 police departments the consultants have studied over the past 25 years." Those examples being stated, the Department has no present strategy for promoting its successes to both the public and to other members of law enforcement. This initiative calls for the development of an outreach plan, including the production of a Departmental outreach video.

INNOVATIVE ATTITUDE STRATEGIES

Strategy	Responsible	Timeline
Develop & initiate a succession plan	Commander Goldman	1 year
Survey of all Employee Ideas	Lt. T. Lee	1 year
360 Degree Survey of Supervision	Chief Snowden	1 year
Market Department successes	Captain McCann, Leadership Council	1 year
Matrix Comments		
Citizen comments		
Develop Outreach strategy		
Develop Outreach video		



SMART CITY



Information technology (IT) systems play an integral part in our ability to provide safety services to the community. The challenge for us is to provide technology services that are supported by a broad range of IT systems. Some parts of the police department IT architecture, such as the 911 emergency phone systems, contribute to the protection of community safety, while other systems, such as the police radio network and computer aided dispatch system, provide effective coordination of resources and a safety link for police staff working in the field.

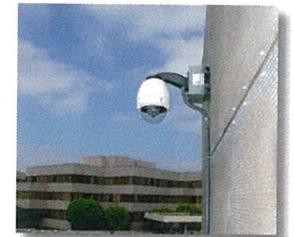
Managing and maintaining a diverse range of IT systems requires sound planning to ensure our administrative goals are adequately supported by technology tools. Furthermore, in partnership with the Federal Department of Homeland Security, we seek to improve efficiencies through the deployment of advanced and development technologies for field testing and use. To achieve this goal we will be reviewing our current systems and deploying leading edge technologies to determine where we can be more efficient through the use of technology. Of paramount importance is to employ technology platforms that at their core, are based on their ability to share information with allied public safety agencies. Information sharing has proven to be invaluable in law enforcement's effort and ability to prevent and impact crime.

The department's technology roadmap calls for:

- Replacing and/or upgrading our current digital in-car video setup
- Replacing our Computer Aided Dispatch, Records Management System, and In-Car computer hardware and software
- Upgrading our 9-1-1 hardware, software with a regional approach solution intended to ensure that telephonic access to 9-1-1 is maintained during a disaster
- Expansion of the ICIS (Interagency Communications Interoperability System) regional radio network

We will also continue our developing, testing and field deployment of technologies on behalf of the Department of Homeland Security.

Our primary consideration when considering technology is the need to clearly define the functions to be performed and the working environment in which the system will be employed, while remaining flexible on the specific hardware and software that may be available to meet our functional requirements and that of other consumers of our information. While the employees of the Beverly Hills Police Department are committed to the use of technology as a means to enhance our performance, improve the delivery of our services and be more responsive to the community's needs, we are mindful not to deploy technology in such a way which would isolate us from the community or promote it as the solution to all problems.



SMART CITY INITIATIVES

Public Safety CAD/RMS

The Computer Aided Dispatch/Records Management System (CAD/RMS) is a hardware and software based system which provides a platform to process police and fire calls for service, track the activity of public safety units, and provide wireless call for service information to field units. The RMS component is a record keeping program of fully assimilated modules that are tightly integrated with CAD. The RMS modules store crime information used in criminal investigations and produces crime analysis models.



Closed Circuit Television (CCTV)

Security cameras strategically placed and passively monitored. The system also provides an archive of video information which can be retrieved for later review.

Automated License Plate Recognition (ALPR)

A network of special cameras that read license plates on vehicles and then compares the information against multiple law enforcement databases, alerting police officers of vehicles and suspects wanted for criminal activity.

Mobile Advanced Technology Command Center (MATCC) Vehicle

The vehicle, currently under design, will incorporate all of the latest audio, video and data wireless technology into a single deployable platform.



Photo Red Light

Cameras outfitted with high resolution high speed digital cameras deployed at select intersections. The cameras are triggered by sensors and are only activated when a vehicle is detected after the light has turned red. Citations for red light violations are issued to the violator.



PARTNERSHIP INITIATIVES WITH THE DEPARTMENT OF HOMELAND SECURITY

Digital Dashboard (Portal)

A computer portal into a virtual view of the City, utilizing overlays, statistical data, satellite images, and useful links to supplement the information flow.



Wi-Fi CCTV

A visual security network designed around the Golden Globe Awards event at the Beverly Hilton Hotel which deployed personnel provided with special devices that streamed live video and audio to command staff through a private Wi-Fi network.

ROW-B (Radio over Wireless - Broadband)

ROW-B allows certain Police Department-issued cellular phones to operate on two of the police radio voice channels similar to using a conventional police radio.

Mobile Cellular Boosters

A device installed into select CAD-equipped vehicles to enhance the wireless connection between the vehicle and the cellular network.

Cell Phone Live Video

Utilizing a commercial cellular network, device operators can send and receive audio/video with one another in real time or a user can select a group of users to receive real time streaming audio and video.



Real-Time Tracking System

Using a BlackBerry, this software allows GPS-based tracking of the device in real time on a map display, allows the user to take photographs that include location-stamping and then transmit the picture to the map, implanting an icon on the same map to allow viewing of the photograph by other authorized users, all in real time.

Indoor Tracking of Personnel

Basic requirements have been identified and research will follow to design a system that will allow reliable wireless tracking of a person inside of a building, without first having to set up any type of RF-type system inside or outside of the structure.

SMART CITY STRATEGIES

Strategy	Responsible	Timeline
Implementation of the CAD/RMS Replacement Project	Commander Theresa Goldman	2 years
Expansion of the Closed Circuit Television and Automated License Plate Recognition programs	Commander Theresa Goldman	On-going
Design, building and deployment of the Mobile Advanced Technology Control Center	Commander Theresa Goldman	1½ years
Photo Red Light Program Management	Lieutenant Mark Rosen	On-going
Department of Homeland Security Developmental Technology Initiatives	Commander Theresa Goldman	On-going



STRATEGIC PLAN TEAM

Project Administrator: Captain Edward T. Kreins

Project Managers:

Commander Theresa Goldman and Lieutenant John McKenzie

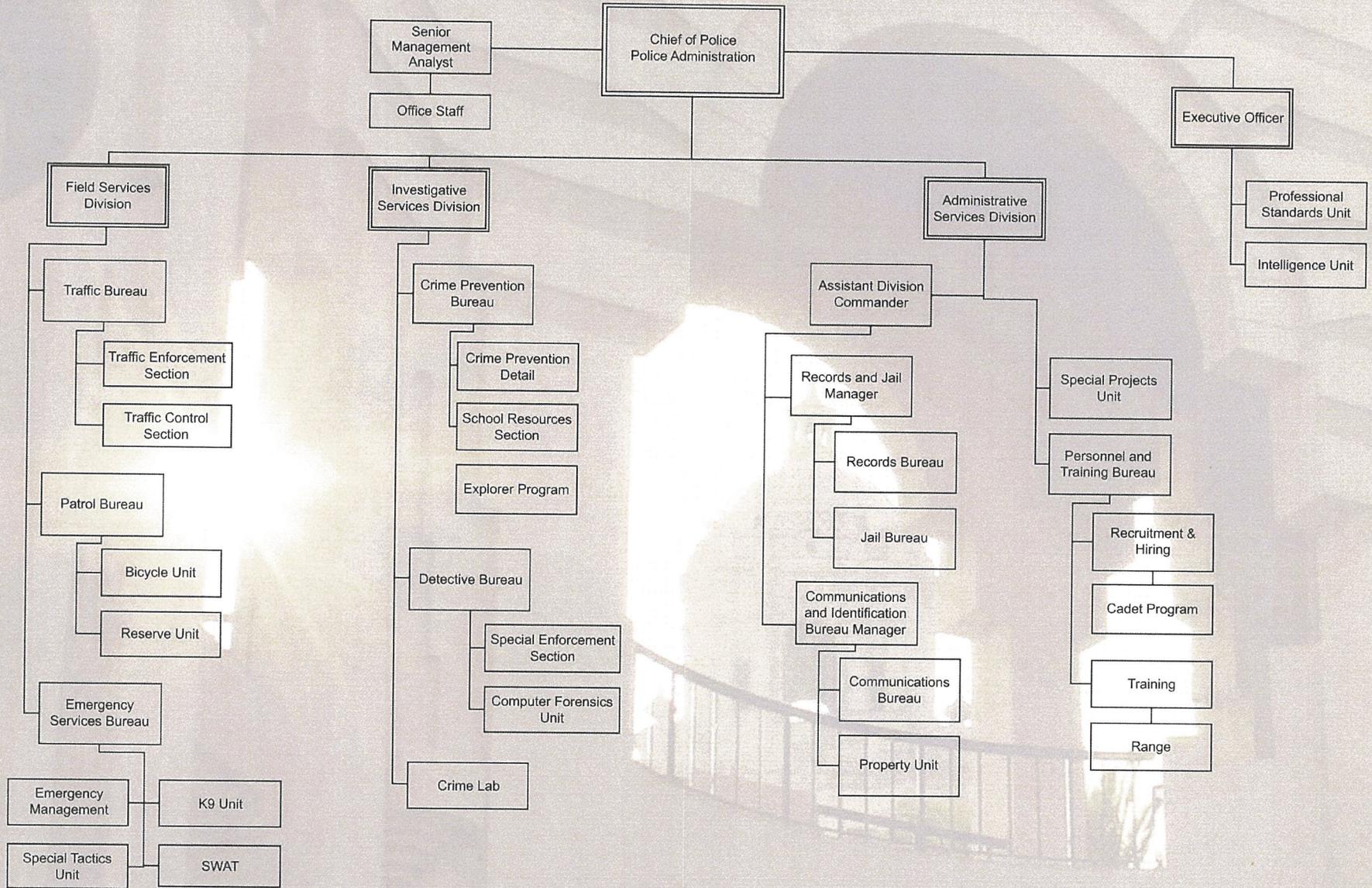
Project Team Members:

Forensic Specialist Adriana Arroyo
 Officer Richard Billingsley
 Officer Tyler Blondi
 Lieutenant Joseph Chirillo
 Senior Forensic Specialist Clark Fogg
 Reserve Officer Micaela Garland-Hines
 Lieutenant Michael Hill
 Sergeant Lincoln Hoshino
 Officer James Keenaghan
 Administrative Clerk Maria Lara
 Records and Jail Manager Erick Lee
 Lieutenant Sammy Lee
 Lieutenant Tony Lee
 Officer Anne Marie Lunsman
 Captain Mitch McCann
 Officer Blake Nance
 Sergeant Terry Nutall
 Sergeant David Perez
 Officer Jesse Perez



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ORGANIZATIONAL CHART



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 persons 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 criminal, 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 so 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.





Beverly Hills Police Department
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