



# MANHATTAN BEACH POLICE DEPARTMENT

STRATEGIC  
PLAN  
2019-2020









## Table of Contents

Chief's Message	5
Manhattan Beach PD Mission	6
Manhattan Beach PD Vision	6
Manhattan Beach PD Values	6
Goal 1: <b>Community Collaboration</b>	8
Goal 2: <b>Proactive Crime Fighting Strategies</b>	9
Goal 3: <b>Staffing/Recruitment</b>	10
Goal 4: <b>Employee Development</b>	11







# CHIEF'S MESSAGE

I am excited to present the Manhattan Beach Police Department's 2019-2020 Strategic Plan. The safety of our community is our highest priority, and with this document as our guide, we will work together to achieve an even higher level of service.



Since 2008, MBPD has utilized a three or four-year strategic planning process to establish goals and priorities and to serve as our road map for the future. For the first time, we are adopting a two-year plan in order to be responsive to emerging trends.

Work on the plan began in August and included workshops with personnel representing every rank and division in the Department, as well as a community workshop. From this collaborative process, four goals were identified that center around community collaboration, proactive crime fighting strategies, staffing/recruitment, and employee development:

1. Further our community policing efforts by creating additional opportunities for positive and meaningful interactions with members of our community
2. Continue to develop strategies to reduce crime and improve the quality of life in Manhattan Beach
3. Use creative and innovative recruitment methods to attract the most talented employees
4. Foster a supportive culture that helps employees grow and utilize their skills to better serve the community

Updates on our accomplishments and progress will be published every six months on our Police Department website, [www.citymb.info/police](http://www.citymb.info/police).

Thank you to the dedicated men and women of the Manhattan Beach Police Department for your continued commitment to providing exemplary service to the Manhattan Beach community. And thank you to the community for your support of public safety. We look forward to working together with our community to accomplish the goals and objectives of the 2019-2020 Manhattan Beach Police Department Strategic Plan.

Sincerely,  
**Derrick Abell**  
*Chief of Police*





## MANHATTAN BEACH PD MISSION

To protect life, liberty, and property while providing excellent service and developing problem-solving partnerships within the community.

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## MANHATTAN BEACH PD VISION

We will strive to always exceed the expectations of those we serve, focus on being positive and optimistic, and treat everyone with the highest level of professionalism.

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## MANHATTAN BEACH PD VALUES

We, the members of the Manhattan Beach Police Department, are committed to providing quality service to the community of Manhattan Beach. We believe that each one of us makes the difference between a good organization and an excellent one and have agreed upon the following as our organizational values.





### WE VALUE TRUST

- We believe our actions should be reliable, dependable, and consistent.
- We are committed to uncompromised integrity in all our actions.
- We strive for a record of trust, fairness, and approachability.



### WE VALUE HONESTY

- We believe honesty is fundamental to effective delivery of law enforcement services.
- We will strive to treat our clients and each other in a straightforward manner with an attitude of fairness.
- We are committed to uncompromised honesty in all our actions.



### WE VALUE INTEGRITY

- We believe that integrity is basic to the accomplishment of our mission.
- We recognize that both personal and organizational integrity is essential to the maintenance of this department.
- We will be honest, open, and fair in our dealing with others.
- We accept responsibility for our actions and are willing to admit to mistakes and strive to build credibility by our behavior.
- We respect individual, as well as community diversity, while maintaining the public trust.



### WE VALUE PROFESSIONALISM

- We strive for excellence in everything we do.
- We expect hard work and a clear sense of commitment from all members of our department.
- We believe it is our job to prevent, report, and investigate crime, without compromise, while protecting the rights of everyone.
- We will enforce the laws of the land in conformance with departmental regulations.
- We believe all members must strive to ensure their actions are always professional and in the best interest of the community and the department they serve.



### WE VALUE TEAMWORK

- We recognize teamwork as essential to a successful organization.
- We believe that use of collective knowledge and abilities enhances the opportunity to reach our potential.
- We will encourage independent action and initiative with the recognition that our success as an organization is realized through cooperative effort.



### WE VALUE LOYALTY

- We must be loyal to our oath of office, the department as a whole, all its members, and the divisions, bureaus, and shifts to which we are assigned.
- We believe that personal loyalty to our profession is a necessary ingredient to a successful and rewarding career.



### WE VALUE PRIDE

- We are proud of the community we serve.
- We are proud of the service we provide the public.
- We are proud of the Manhattan Beach Police Department and its members.



# GOAL 1: Community Collaboration

Further our community policing efforts by creating additional opportunities for positive and meaningful interactions with members of our community.

## Objective 1: Enhance Communications with the Manhattan Beach Community

- Action Item 1.1.1:** Conduct at least two town hall meetings each year to share police department updates and solicit community feedback.
- Action Item 1.1.2:** Enhance Neighborhood Watch program to attract more participants and better engage the community in crime prevention and quality of life enhancement efforts.
- Action Item 1.1.3:** Publish crime statistics to the community (i.e. monthly updates).

## Objective 2: Increase Opportunities for Community Engagement

- Action Item 1.2.1:** Create a community engagement focus group, composed of MBPD personnel and community members, to provide recommendations to Command Staff on ways to increase and expand the meaningful interactions between members of the police department and community.
- Action Item 1.2.2:** Use the next citywide community survey to solicit feedback from community members on ways to increase police-community engagement.
- Action Item 1.2.3:** Increase our physical presence in the community (i.e., foot beats, bike patrols, and volunteers on patrol).





## GOAL 2: Proactive Crime Fighting Strategies

Continue to develop strategies to reduce crime and improve the quality of life in Manhattan Beach.

### Objective 1: Identify and Develop Expertise for Addressing the Community's Crime and Quality of Life Concerns

**Action Item 2.1.1:** Develop a plan to address quality of life concerns identified in the 2019 community-wide survey.

**Action Item 2.1.2:** Expand Mental Health Evaluation Team and Homeless Outreach resources.

**Action Item 2.1.3:** Conduct district-wide training to address school safety concerns (i.e., communication, active shooter, safety).

### Objective 2: Create and Develop Assignments to Stay Current with Modern Policing

**Action Item 2.2.1:** Hire a crime analyst.

**Action Item 2.2.2:** Augment internal law enforcement teams (i.e., Crime Impact Team, Burglary Suppression Team).

**Action Item 2.2.3:** Evaluate feasibility of participation in external law enforcement teams (i.e., HIDTA, SIU, Maritime Unit).

**Action Item 2.2.4:** Increase usage of crime reduction technologies.

**Action Item 2.2.5:** Create a technology team to support operations.







## GOAL 3: **Staffing/Recruitment**

Use creative and innovative methods to attract the most talented employees from around the United States to become employees of our department.

### **Objective 1: Review Recruiting Process**

- Action Item 3.1.1:** Create a recruiting committee, composed of diverse generations and different department unit members, to provide recommendations to the Personnel Sergeant on ways to expand the pool of quality candidates for sworn and professional employment.
- Action Item 3.1.2:** Develop a plan to improve use of social media to attract qualified candidates to the MBPD.

### **Objective 2: Develop Employee Retention Strategies**

- Action Item 3.2.1:** Create an Employee Retention Committee, composed of diverse generations representing different department units, to provide recommendations to Command Staff on ways to increase employee retention and morale.
- Action Item 3.2.2:** Implement key recommendations from the Employee Retention Committee.







## GOAL 4: Employee Development

Foster a supportive culture that helps employees grow and utilize their skills to better serve the community.

### Objective 1: Review and Enhance Current Succession Plan

- Action Item 4.1.1:** Review and update current succession plan.
- Action Item 4.1.2:** Develop a plan of job shadowing and cross training to prepare employees for future assignments.
- Action Item 4.1.3:** Develop a process where there is an overlap and transition phase for employees starting new assignments.

### Objective 2: Continue to Facilitate Career Growth Opportunities

- Action Item 4.2.1:** Identify the professional strengths and aspirations of every MBPD employee.
- Action Item 4.2.2:** Identify training opportunities for employees that match their professional aspirations and the MBPD's needs.
- Action Item 4.2.3:** Conduct skills training classes (i.e., Excel, customer service, business writing) to give employees the tools they need to better serve our community.







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[www.edwardprofessionaladvisors.com](http://www.edwardprofessionaladvisors.com)