



MANHATTAN BEACH POLICE & FIRE FACILITY

4007420
15TH STREET

MANHATTAN BEACH POLICE DEPARTMENT



STRATEGIC PLAN 2016-2018

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CHIEF'S MESSAGE

In keeping with the Manhattan Beach Police Department's long history of excellent service to our community, I am pleased to present our 2016-2018 Strategic Plan.

As with our previous plan, we sought input from several sources in determining what the department would be focusing on over the next three years. We began with soliciting input from our department's leadership team, which consists of our sworn and professional staff managers and supervisors. We then held a series of workshops with our line-level employees (sworn and professional staff) to obtain their ideas and opinions as to what areas we should address. We concluded our fact-finding efforts by holding workshops with members of the Manhattan Beach community and heard from those who attended or who sent us their input, what they felt our priorities should be. We also incorporated the feedback we received from the 2015 Manhattan Beach Community Survey. From that comprehensive input we developed these three strategic goals:

Goal 1: Organizational Development. We have a positive, values-based work environment, where we develop our employees at all levels of the organization and empower them to creatively solve problems and maintain our highly effective organization.

Goal 2: Community Engagement. We interact with our community in a variety of ways to ensure that we are providing all of those we serve with the highest levels of police services.

Goal 3: Community Quality of Life Enhancement. We continue to develop strategies to reduce crime and improve the quality of life in Manhattan Beach.

To our MBPD employees, please familiarize yourself with the components of this plan. With your assistance, we were able to create this outstanding roadmap to guide our operations for the next three years.

To our Manhattan Beach community, thank you for your valuable input in helping us develop this new plan. We look forward to building on our partnership as we work toward achieving our goals.

Over the course of the past three years, guided by our 2013-2015 Strategic Plan, the men and women of the Manhattan Beach Police Department accomplished a significant number of achievements. We were also able focus our attention on reducing crime and enhancing the collaborative partnerships that we so heavily rely upon to help us preserve the quality of life for our residents, businesses, and visitors. The 2016-2018 Strategic Plan will allow us to build on that excellent work. I am honored to lead this outstanding law enforcement agency which, day in and day out, is committed to proudly serving our community.

Sincerely,
Chief Eve R. Irvine



MANHATTAN BEACH PD **MISSION**

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

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.

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: Organizational Development

We have a positive, values-based work environment, where we develop our employees at all levels of the organization and empower them to creatively solve problems and maintain our highly effective organization.

Objective 1: Formalize Mentoring Program

- Action Item 1.1.1:** Develop formal mentoring plan by 6/30/16.
- Action Item 1.1.2:** Review formal mentoring plan proposal by 12/31/16.
- Action Item 1.1.3:** Implement formal mentoring plan by 3/31/17.
- Action Item 1.1.4:** Evaluate formal mentoring plan and revise as needed by 12/31/17.
- Action Item 1.1.5:** Evaluate formal mentoring plan and revise as needed by 12/31/18.

Objective 2: Develop Specialty Assignment Succession Plan

- Action Item 1.2.1:** Research reasons behind current interest levels by 2/28/16.
- Action Item 1.2.2:** Develop recommendations to revise policies to increase interest levels and participation rates by 6/30/16.
- Action Item 1.2.3:** Revise FTO program so that new employees are provided with an overview of the different units within the departments by 12/31/16.

Objective 3: Improve Employee Recognition Activities

- Action Item 1.3.1:** Create employee recognition task force to develop recommendations for making employee recognition activities more meaningful to current employees by 1/31/16.
- Action Item 1.3.2:** Propose recommendations for improving employee recognition activities by 3/31/16.
- Action Item 1.3.3:** Make budget changes to support identified employee recognition activities by 6/30/16.
- Action Item 1.3.4:** Supervisors and FTOs develop plan to link proposed recognition activities to desired employee values by 7/31/16.
- Action Item 1.3.5:** Develop employee recognition training to ensure that all supervisors are aware of the department's employee recognition philosophy, policies, and procedures by 10/31/16.
- Action Item 1.3.6:** Begin conducting supervisor employee recognition training by 12/31/16.
- Action Item 1.3.7:** Evaluate activity changes and revise as needed by 12/31/17.
- Action Item 1.3.8:** Evaluate activity changes and revise as needed by 12/31/18.





Objective 4: Continue to Develop and Enhance Leadership Skills

Action Item 1.4.1: Develop a list of leadership expectations for each leader at every level in the organization by 6/30/16.

Action Item 1.4.2: Identify leadership training opportunities that match the department's leadership expectations by 12/31/16.

Action Item 1.4.3: Develop training plans for each leader to ensure they have received the training required to fulfill the department's leadership expectations by 6/30/17.

Action Item 1.4.4: Evaluate leadership effectiveness and revise expectations and training plans as needed by 12/31/17.

Action Item 1.4.5: Evaluate leadership effectiveness and revise expectations and training plans as needed by 12/31/18.

Objective 5: Continue to Enhance Internal Communications

Action Item 1.5.1: Conduct an internal communications audit by 6/30/16.

Action Item 1.5.2: Implement the findings of the 2016 communications audit to improve internal communications by 12/31/16.

Action Item 1.5.3: Conduct an internal and external communications audit by 6/30/17.

Action Item 1.5.4: Implement the findings of the 2017 communications audit to improve internal and external communications by 12/31/17.

Action Item 1.5.5: Conduct an internal and external communications audit by 6/30/18.

Action Item 1.5.6: Implement the findings of the 2018 communications audit to improve internal and external communications by 12/31/18.



GOAL 2: Community Engagement

We interact with our community in a variety of ways to ensure that we are providing all of those we serve with the highest levels of police services.

Objective 1: Enhance Communications with the Manhattan Beach Community

- Action Item 2.1.1:** Develop a comprehensive communication plan that combines all media channels to more effectively communicate with the community by 12/31/16.
- Action Item 2.1.2:** Review communication plan proposals by 6/30/17.
- Action Item 2.1.3:** Implement communication plan by 9/30/17.
- Action Item 2.1.4:** Evaluate program effectiveness and revise as needed by 12/31/17.
- Action Item 2.1.5:** Evaluate program effectiveness and revise as needed by 12/31/18.

Objective 2: Increase Police-Community Interactions

- Action Item 2.2.1:** Evaluate existing community affairs programs to identify opportunities for improving, increasing, and enhancing police-community interactions by 6/30/2016.
- Action Item 2.2.2:** Propose new or enhanced community affairs programs by 12/31/2016.
- Action Item 2.2.3:** Evaluate community affairs program effectiveness and impacts and revise as needed by 12/31/17.
- Action Item 2.2.4:** Evaluate community affairs program effectiveness and impacts and revise as needed by 12/31/18.



GOAL 3: Community Quality of Life Enhancement

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

Objective 1: Enhance Utilization of Task Force Resources

- Action Item 3.1.1:** Review current task force participation and propose recommendations to enhance the utilization of task force resources to augment and strengthen department effectiveness by 12/31/16.
- Action Item 3.1.2:** Review task force participation and resource utilization and revise as needed by 12/31/17.
- Action Item 3.1.3:** Review task force participation and resource utilization and revise as needed by 12/31/18.

Objective 2: Enhance Driving Under the Influence (DUI) Enforcement and Education Efforts

- Action Item 3.2.1:** Review current DUI enforcement and education efforts and propose recommendations to reduce the numbers of DUI-related incidents in the City by 12/31/16
- Action Item 3.2.2:** Review DUI enforcement and education efforts and revise as needed by 12/31/17.
- Action Item 3.2.3:** Review DUI enforcement and education efforts and revise as needed by 12/31/18.

Objective 3: Increase Police Visibility and Effectiveness in the Community

- Action Item 3.3.1:** Review patrol performance measures and recommend improvements as needed by 12/31/16.
- Action Item 3.3.2:** Review patrol performance measures and recommend improvements as needed by 12/31/17.
- Action Item 3.3.3:** Review patrol performance measures and recommend improvements as needed by 12/31/18.



Objective 4: Create Crime Prevention Awareness Campaigns

- Action Item 3.4.1:** Analyze community crime trends and identify crime prevention awareness focus areas by 6/30/16.
- Action Item 3.4.2:** Implement identified crime prevention awareness campaigns as needed by 12/31/16.
- Action Item 3.4.3:** Analyze community crime trends and identify crime prevention awareness focus areas by 6/30/17.
- Action Item 3.4.4:** Implement identified crime prevention awareness campaigns as needed by 12/31/17.
- Action Item 3.4.5:** Analyze community crime trends and identify crime prevention awareness focus areas by 6/30/18.

Objective 5: Enhance Usage of Crime Reduction Technologies

- Action Item 3.5.1:** Review current usage of crime reduction technologies by 6/30/16.
- Action Item 3.5.2:** Develop plan to improve crime reduction technology resources and usage by 12/31/16.
- Action Item 3.5.3:** Review crime reduction technology plan and revise as needed by 12/31/17.
- Action Item 3.5.4:** Review crime reduction technology plan and revise as needed by 12/31/17.

Objective 6: Heighten Enforcement of Community Priorities

- Action Item 3.6.1:** Develop and implement enhanced deployment plan for increasing police presence during the City's holidays and special events by 12/31/16.
- Action Item 3.6.2:** Develop plan for increased education and improved enforcement of the City's no smoking ordinance and other municipal codes by 12/31/16.
- Action Item 3.6.3:** Conduct a feasibility study to evaluate moving code enforcement and park ranger positions and activities under the purview of the Police Department by 12/31/17.







This strategic plan was developed with the assistance of Edward Professional Advisors utilizing asset forfeiture funding.

www.edwardprofessionaladvisors.com