



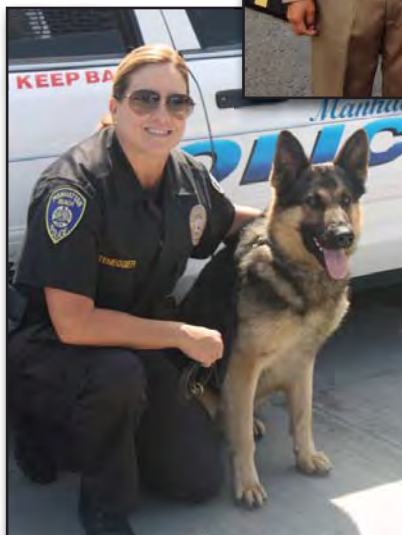
MANHATTAN BEACH POLICE DEPARTMENT 2013-2015 STRATEGIC PLAN



PROGRESS UPDATE

2013

January - June



CHIEF'S MESSAGE

July 2013

On behalf of the Manhattan Beach Police Department, I am proud to present the Police Department's first update on the 2013-2015 Strategic Plan. We are six months into our Strategic Plan and we have much to report on our progress and accomplishments.

The plan was created through the participation of all levels within the Police Department. Workshops, surveys, and meetings were conducted with sworn and civilian personnel representing every rank and Bureau. Community input was gathered through interactive community workshops. As a result of the workshops and planning sessions, three goals were identified:

Goal 1: Our Police Department is a highly effective organization where community members are engaged and employees have the resources they need to carry out the Department's mission.

Goal 2: Our employees are trained to deliver the highest levels of police services to the City of Manhattan Beach.

Goal 3: Our Police Department operates as a professional and committed team of community-minded, dependable, proactive, responsive, and caring employees.

Within each of these goals are quantifiable objectives and action items which outline how the Department will work to attain these goals.

The success of the Strategic Plan involves the actions of all Department supervisors and employees. Please accept this, our first update to the 2013 - 2015 Strategic Plan, as evidence of our Department's continued commitment to providing excellent service to our community.

The men and women of the Manhattan Beach Police Department are proud to serve our community, and with this document as a guide, we will strive to achieve an even higher level of service.

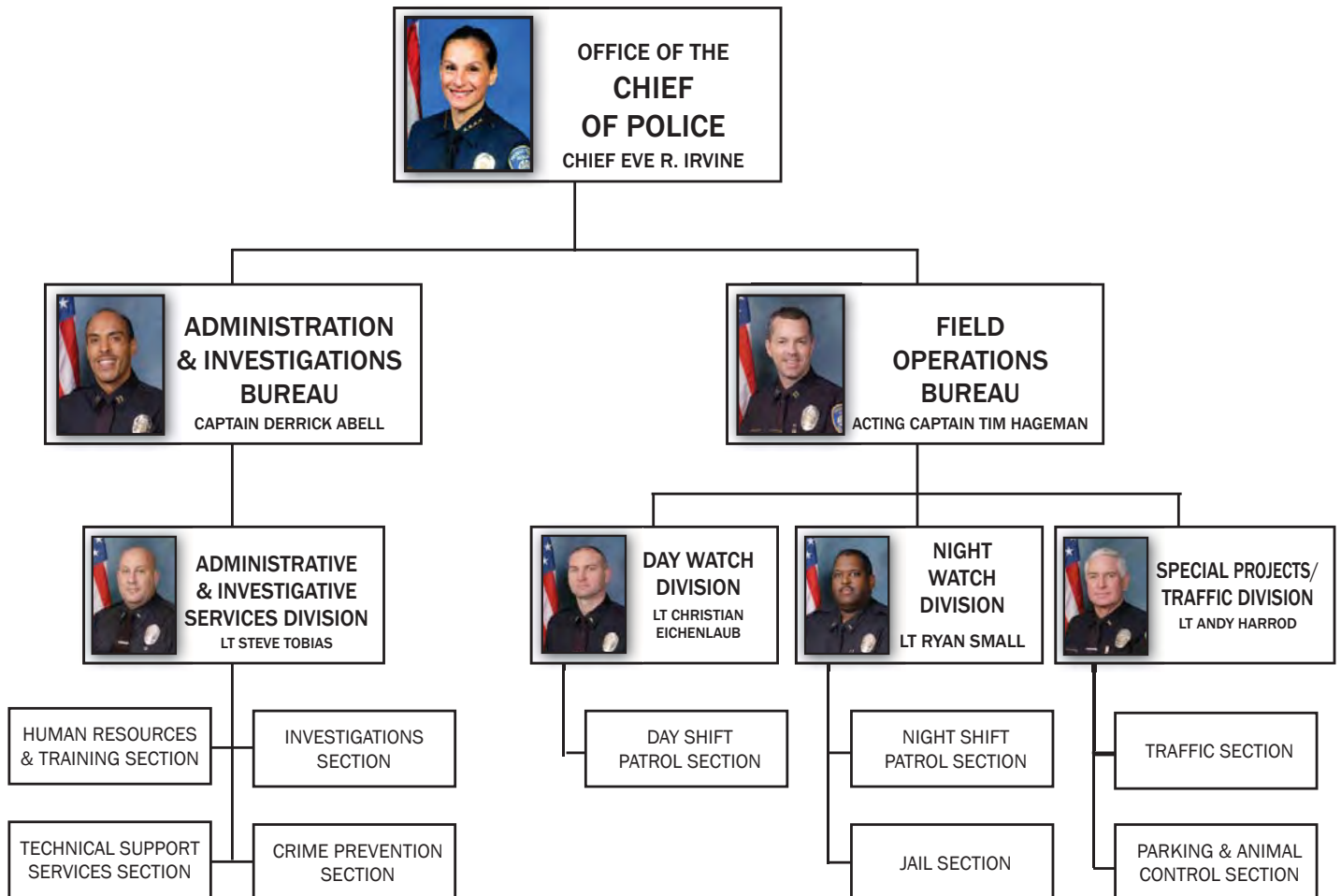
Sincerely,



Eve R. Irvine
Chief of Police



ORGANIZATIONAL CHART



OUR MISSION

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

OUR 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.

PROGRESS SUMMARY

We are six months into our 2013 - 2015 Strategic Plan and we have much to report on our progress and accomplishments. Updates have been compiled for each completed and in-progress action item, beginning on page 5. Below, you will find a quick summary of all of our goals, objectives, and action items, along with an “at-a-glance” status rating:

| | |
|----------------------|--|
| COMPLETED (C): | Action item is completed |
| IN PROGRESS (P): | Action item implementation is underway |
| NOT YET STARTED (-): | Action item not yet begun |

GOAL 1: OUR POLICE DEPARTMENT IS A HIGHLY EFFECTIVE ORGANIZATION, WHERE COMMUNITY MEMBERS ARE ENGAGED AND EMPLOYEES HAVE THE RESOURCES THEY NEED TO CARRY OUT THE DEPARTMENT'S MISSION.

Objective 1: Collaborate with community members to develop innovative and creative ways to reduce crime.

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|--|---|
| 1.1.1: By 3/31/13, identify and evaluate existing community partnerships. | C |
| 1.1.2: By 6/30/13, hold community forums to identify new community partnership opportunities. | C |
| 1.1.3: By 6/30/14, develop a plan to better utilize social media technologies to improve communications with community members. | P |
| 1.1.4: Beginning on 6/30/13, and continuing every six months thereafter, provide community members with an online update of the progress of the department's strategic plan, as well as provide hardcopies of the updates at the Police Department's front desk and the City Clerk's office. | P |
| 1.1.5: Beginning in 2013, hold town hall meetings to keep community members updated on critical events and other issues that arise. | P |

Objective 2: Increase the efficiency and effectiveness of the department's internal operations.

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| 1.2.1: By 12/31/13, evaluate department mission, vision, and values and revise as needed. | P |
| 1.2.2: By 12/31/14, review department policies and procedures and revise as needed to align with revised mission, vision, and values, as well as current operating conditions. | P |
| 1.2.3: By 6/30/14, conduct department-wide technology assessment. | P |
| 1.2.4: By 12/31/14, develop plan to improve technology resources and usage. | - |
| 1.2.5: By 6/30/15, train employees in the proper use of new or existing technologies. | - |
| 1.2.6: By 12/31/13, conduct an internal and external communications audit. | P |
| 1.2.7: By 12/31/14, conduct an internal and external communications audit. | - |
| 1.2.8: By 12/31/15, conduct an internal and external communications audit. | - |
| 1.2.9: By 12/31/13, implement the findings of the 2013 communications audit to improve internal and external communications. | P |
| 1.2.10: By 12/31/14, implement the findings of the 2014 communications audit to improve internal and external communications. | - |
| 1.2.11: By 12/31/15, implement the findings of the 2015 communications audit to improve internal and external communications. | - |

Objective 3: Collaborate with external agencies to enhance knowledge and resource sharing.

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| 1.3.1: By 6/30/13, identify and evaluate existing external agency partnerships. | C |
| 1.3.2: By 12/31/13, evaluate and update external agency partnership list. | P |
| 1.3.3: By 12/31/14, evaluate and update external agency partnership list. | - |
| 1.3.4: By 12/31/15, evaluate and update external agency partnership list. | - |

GOAL 2: OUR EMPLOYEES ARE TRAINED TO DELIVER THE HIGHEST LEVELS OF POLICE SERVICES TO THE CITY OF MANHATTAN BEACH.

Objective 1: Create a master training plan

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| 2.1.1: By 3/31/13, identify the department's training and development needs. | C |
| 2.1.2: By 9/30/13, produce a master training plan. | P |
| 2.1.3: By 9/30/14, evaluate training and revise master training plan, if needed. | - |
| 2.1.4: By 9/30/15, evaluate training and revise master training plan, if needed. | - |

Objective 2: Develop the technical proficiency and expertise of our employees

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|---|---|
| 2.2.1: By 12/31/14, develop and deliver, in a one-on-one meeting, a personalized development plan for every employee. | P |
| 2.2.2: By 6/30/13, examine and evaluate current mentoring program. | C |
| 2.2.3: By 12/31/14, upon their request, match each interested employee with an available mentor. | P |

Objective 3: Develop the leadership skills and effectiveness of our supervisors, managers, and command staff-level employees.

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| 2.3.1: By 12/31/13, each leader will have attended 4 hours of leadership training. | P |
| 2.3.2: By 12/31/14, each leader will have attended 4 hours of leadership training. | - |
| 2.3.3: By 12/31/15, each leader will have attended 4 hours of leadership training. | - |

GOAL 3: OUR POLICE DEPARTMENT OPERATES AS A PROFESSIONAL AND COMMITTED TEAM OF COMMUNITY-MINDED, DEPENDABLE, PROACTIVE, RESPONSIVE AND CARING EMPLOYEES.

Objective 1: Enhance the recruitment program to attract and select the best candidates for the department

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| 3.1.1: By 3/31/13, review current selection standards in light of current applicant pool demographics and trends (i.e., military reductions) and revise as needed. | C |
| 3.1.2: By 6/30/13, review current recruiting methods to improve access to qualified applicants and revise as needed. | C |

Objective 2: Improve the department's operational effectiveness.

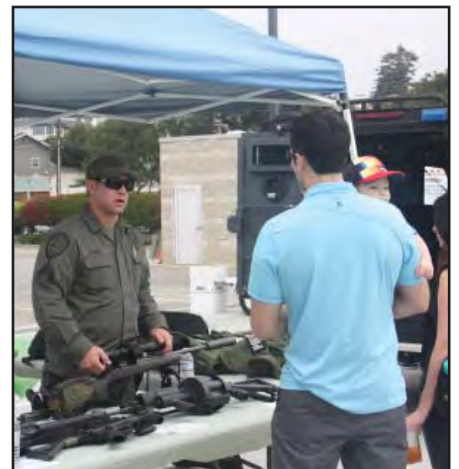
| | |
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| 3.2.1: Beginning 3/31/13, and continuing every 3 months thereafter, review and evaluate current sworn staffing schedule and revise as needed to meet current operational requirements. | P |
| 3.2.2: Beginning 6/30/13, and continuing every 6 months thereafter, review and evaluate current professional staffing schedule and revise as needed to meet current operational requirements. | P |
| 3.2.3: Beginning 6/30/13, and continuing every 6 months thereafter, hold department meetings to brainstorm ideas for balancing operational needs with fiscal constraints (i.e., overtime, work schedules) to maintain fiscal accountability. | P |
| 3.2.4: By 6/30/13, and continuing every 6 months thereafter, provide community members with an online update of the Police Department's budget. | P |

Objective 3: Create a leadership succession plan

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|---|---|
| 3.3.1: Beginning 1/1/13, identify short- and long-term staffing changes. | P |
| 3.3.2: Beginning 1/1/13, develop short- and long-term succession plans. | P |
| 3.3.3: Beginning 1/1/13, communicate succession plans to employees and integrate with personal development plans. | P |

GOAL 1

Our Police Department is a highly effective organization, where community members are engaged and employees have the resources they need to carry out the Department's mission.



OBJECTIVE 1

Collaborate with Community Members to Develop Innovative and Creative Ways to Reduce Crime

Action Item 1.1.1: By 3/31/13, identify and evaluate existing community partnerships.

COMPLETED. List of community partnerships was completed.

Action Item 1.1.2: By 6/30/13, hold community forums to identify new community partnership opportunities.

COMPLETED. A number of community forums were held, including:

- Community Police Academy (January – March)
- Coffee with a Cop, January 23, 2013
- Town Hall Meeting, February 11, 2013
- Coffee with a Cop, April 20, 2013
- Town Hall Meeting, April 30, 2013
- Open House, May 11, 2013

Community partnership highlights include recruiting new Volunteers to the Volunteers in Policing Program and welcoming several new Neighborhood Watch Block Captains to the Neighborhood Watch Program. Based on resident feedback, the Police Department has prioritized the utilization of social media as a means by which to enhance our community partnerships.

Action Item 1.1.3: By 6/30/14, develop a plan to better utilize social media technologies to improve communications with community members.

IN PROGRESS. Draft Social Media Policy is underway. Staff is working on our social media implementation plan, with a goal of deploying social media in summer 2013.

Action Item 1.1.4: Beginning on 6/30/13, and continuing every six months thereafter, provide community members with an online update of the progress of the department's strategic plan, as well as provide hardcopies of the updates at the Police Department's front desk and the City Clerk's office.

IN PROGRESS. Updates will be posted to the City website and made available at the Police Department Front Desk and at the City Clerk's Office by July 31 and January 31 throughout the life of the strategic plan. As of June 30, 2013, staff is on target to complete the first update on schedule.

Action Item 1.1.5: Beginning in 2013, hold town hall meetings to keep community members updated on critical events and other issues that arise.

IN PROGRESS. The first Town Hall Meeting of 2013 was held on February 11, 2013. Topics included Criminal Justice Realignment and Crime Prevention Tips. A Neighborhood Watch focused Town Hall meeting was conducted on April 30, 2013. The next Town Hall meeting is planned for September 18, 2013; topics will include Disaster Preparedness and Neighborhood Watch.

OBJECTIVE 2

Increase the Efficiency and Effectiveness of the Department's Internal Operations

Action Item 1.2.1: By 12/31/13, evaluate department mission, vision, and values and revise as needed.

IN PROGRESS: Initial discussions are underway; Command Staff are meeting in August 2013 to determine next steps.

Action Item 1.2.2: By 12/31/14, review department policies and procedures and revise as needed to align with revised mission, vision, and values, as well as current operating conditions.

IN PROGRESS: The Department Policy Manual and Jail Manual have been revised to meet current operating conditions and align with industry best practices. If it is determined that the mission, vision, and/or values need to be refreshed (per 1.2.1), staff will ensure that changes are incorporated in the policy manuals, as appropriate.

Action Item 1.2.3: By 6/30/14, conduct department-wide technology assessment.

IN PROGRESS: Formal assessment from the City's Information Systems Master Plan Consultant identified the need for a full-time Information Systems Specialist dedicated to serving the technology needs of Public Safety. We are in the process of hiring this critical position. The complete technology audit and assessment will take place once the Department's new Information Systems Specialist is brought on board. In the meantime, urgent technology needs are being handled on a case by case basis.

Action Item 1.2.4: By 12/31/14, develop plan to improve technology resources and usage.

Not yet started. Awaiting completion of 1.2.3.

Action Item 1.2.5: By 6/30/15, train employees in the proper use of new or existing technologies.

Not yet started. Awaiting completion of 1.2.4.

Action Item 1.2.6 - 1.2.8: Conduct annual internal and external communications audit.

IN PROGRESS: The first audit is in progress and is focused on the front desk/records area – both internal communication and our external communication and customer service.

Action Item 1.2.9 – 1.2.11: Implement the findings of the annual communications audit to improve internal and external communications.

IN PROGRESS: Steps have been taken to improve ergonomics of the front desk area, which have improved efficiency and access by front desk personnel to the counter. Additional action items identified by the audit will be implemented in the next six months.

OBJECTIVE 3

Collaborate With External Agencies to Enhance Knowledge and Resource Sharing Opportunities

Action Item 1.3.1: By 6/30/13, identify and evaluate existing external agency partnerships.
COMPLETED. List of external partnerships completed.

Action Item 1.3.2 – 1.3.4: Evaluate and update external agency partnership list annually.
IN PROGRESS: The list of external partnerships will be updated by December 31, of each year of the strategic plan.

GOAL 2

Our employees are trained to deliver the highest levels of police services to the City of Manhattan Beach.



OBJECTIVE 1

Create a Master Training Plan.

Action Item 2.1.1: By 3/31/13, identify the department's training and development needs.

COMPLETED. Draft training plans were developed for each job classification and specialty assignment. Employees were given an opportunity to review and provide feedback.

Action Item 2.1.2: By 9/30/13, produce a master training plan.

IN PROGRESS. Draft Master Training Plan was presented to Command Staff in April 2013. Revisions are underway and will be compiled by 9/30/13. The plan will be presented to all supervisors at an upcoming Supervisor monthly meeting, and then shared Department-wide with all employees.

Action Item 2.1.3 – 2.1.4: Evaluate training and revise master training plan annually, if needed.

Not yet started. Awaiting completion of 2.1.2.

OBJECTIVE 2

Develop the Technical Proficiency and Expertise of Our Employees.

Action Item 2.2.1: By 12/31/14, develop and deliver, in a one-on-one meeting, a personalized development plan for every employee.

IN PROGRESS. This topic was introduced at the April Supervisor Staff Meeting. An addendum to the annual employee evaluation was created and is currently being incorporated into the 2013/2014 evaluation process. Throughout the next year, the addendum, coupled with the Master Training Plan, will serve as the basis for a meaningful discussion with employees about their career development goals. Subsequent evaluations will track progress on and achievement of the development goals.

Action Item 2.2.2: By 6/30/13, examine and evaluate current mentoring program.

COMPLETED. The Department's current informal mentorship program was evaluated. Mentorship opportunities will continue to be available year around; to make mentorship opportunities better known within the Department, starting July 1, 2013, employees will have an opportunity to request being paired with a mentor each year through the evaluation process.

Action Item 2.2.3: By 12/31/14, upon their request, match each interested employee with an available mentor

IN PROGRESS. Employees who express an interest in being mentored will be paired with an available mentor.

OBJECTIVE 3

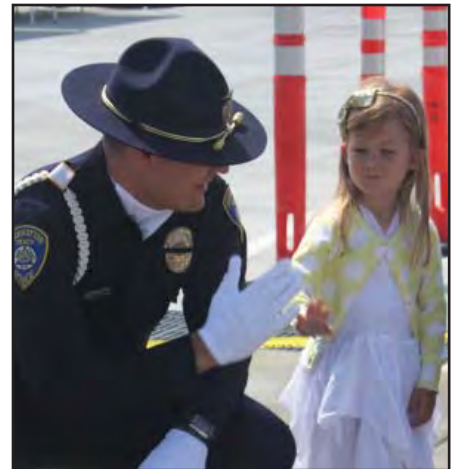
Develop the Leadership Skills and Effectiveness of Our Supervisors, Managers, and Command Staff-Level Employees.

Action Item 2.3.1 – 2.3.2: Each leader will attend at least 4 hours of leadership training annually.

IN PROGRESS. More than two thirds of supervisors have already completed their required leadership training for the 2013 calendar year. Training opportunities are emailed to supervisors periodically, and we are on target to complete the action item by the December 2013 deadline. Training requirements reset each calendar year.

GOAL 3

Our Police Department operates as a professional and committed team of community-minded, dependable, proactive, responsive, and caring employees.



OBJECTIVE 1

Enhance the Recruitment Program to Attract and Select the Best Candidates for the Department.

Action Item 3.1.1: By 3/31/13, review current selection standards in light of current applicant pool demographics and trends (i.e., military reductions) and revise as needed.

COMPLETED. A team of Police supervisors met with City Hall Human Resources staff to review and discuss current selection standards. It was determined that current standards were reasonable and were attracting the qualified individuals the department seeks.

Action Item 3.1.2: By 6/30/13, review current recruiting methods to improve access to qualified applicants and revise as needed.

COMPLETED. A team of Police supervisors met with City Hall Human Resources staff to review current recruiting methods. Several changes were made to recruiting/hiring methods including instituting continuous hiring of entry level personnel (with written and physical tests scheduled monthly), recruiting self-sponsored academy trainees at local police academies, and recruiting at military bases. To expedite the hiring process, additional part-time background investigators were brought on to help process backgrounds during busy hiring times to maintain timely completion of backgrounds.

OBJECTIVE 2

Improve the Department's Operational Effectiveness.

Action Item 3.2.1: Beginning 3/31/13, and continuing every 3 months thereafter, review and evaluate current sworn staffing schedule and revise as needed to meet current operational requirements.

IN PROGRESS: In March 2013, Patrol officers transitioned from a 4/10 work schedule (10 hours a day, 4 days a week) to a 3/12 schedule (12.5 hours a day, 3 days a week, plus one 10-hour day every 4 weeks). Other agencies have implemented this alternative work schedule with success and improved staffing efficiencies. The Manhattan Beach Police Department will conduct a one-year trial period of the 3/12 schedule. The Command Staff will conduct monthly meetings with the Police Officers Association during our first year of implementation. Staffing and deployment adjustments are being made as needed to meet Department and community needs.

Action Item 3.2.2: Beginning 6/30/13, and continuing every 6 months thereafter, review and evaluate current professional staffing schedule and revise as needed to meet current operational requirements.

IN PROGRESS. Staffing levels were reviewed; additional support personnel were requested through budget process, 4 civilian positions were approved by the City Council on June 18, 2013: IS Specialist, Admin Clerk (PACS), Admin Clerk (PRRs/Subpoenas), and a Community Services Officer. We are also currently moving to fill the 6th Jailer position which was added to our budget in FY 2012/2013. Alternative work schedules (previously implemented for civilian Parking, Jail, and Records personnel), were extended to all civilian staff.

Action Item 3.2.3: Beginning 6/30/13, and continuing every 6 months thereafter, hold department meetings to brainstorm ideas for balancing operational needs with fiscal constraints (i.e., overtime, work schedules) to maintain fiscal accountability.

IN PROGRESS. Initial overtime cost of the 3/12 schedule caused overtime to spike. Patrol staffing needs were evaluated and scheduling was adjusted to reduce demands for overtime and to provide for more efficient patrol deployment.

Action Item 3.2.4: By 6/30/13, and continuing every 6 months thereafter, provide community members with an online update of the Police Department's budget.

IN PROGRESS. Year-end budget estimates were provided to residents through the budget study sessions in May 2013. Final FY 2012/2013 expenditures will be provided to the public by August 31, 2013.

OBJECTIVE 3

Create A Leadership Succession Plan.

Action Item 3.3.1: Beginning 1/1/13, identify short- and long-term staffing changes.

IN PROGRESS. Current recruitments for all available sworn positions are posted. "Request to Fills" have been completed for the four new budgeted civilian positions. The open and competitive recruitment process for Police Captain is expected to conclude mid-August.

A long-term, visual matrix will be created to help Command Staff and supervisors better monitor timing of rotational assignments and future retirements.

Action Item 3.3.2: Beginning 1/1/13, develop short- and long-term succession plans.

IN PROGRESS. Awaiting completion of the Master Training Plan.

Action Item 3.3.3: Beginning 1/1/13, communicate succession plans to employees and integrate with personal development plans.

IN PROGRESS. Awaiting the completion of 3.3.2.