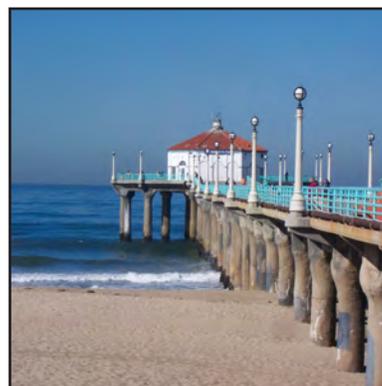

MANHATTAN BEACH POLICE DEPARTMENT



STRATEGIC PLAN 2013-2015



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CHIEF'S MESSAGE



The Manhattan Beach Police Department has a proud tradition of service to the city of Manhattan Beach. I am honored to continue that tradition by presenting our 2013-2015 Strategic Plan.

What is most exciting and unique about this plan is that it is the result of input from several different sources. We started building the framework for this plan with input from our department's sworn and professional staff leadership team. We then actively solicited the thoughts and ideas of all of our employees to further shape what we should be focusing on over the next three years. We also held a series of town hall meetings to hear from the Manhattan Beach community as to how they felt about our department's future direction. We then developed three comprehensive goal statements that describe what our department will look like as we move ahead into the next three years:

- 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.

The Manhattan Beach Police Department is one of the finest police departments in the nation. Everyday, our employees work hard to deliver an unparalleled level of service to our community. This Strategic Plan will allow us to build on the excellent work that is already being done, while also helping us to continually grow. I want to thank everyone who attended all of the meetings and gave their input as we developed this plan. I am proud of what we have created and proud to lead this outstanding organization.

Sincerely,

Chief Eve R. Irvine



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.

OUR 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

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.
- Action Item 1.1.2: By 6/30/13, hold community forums to identify new community partnership opportunities.
- Action Item 1.1.3: By 6/30/14, develop a plan to better utilize social media technologies to improve communications with community members.
- 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.
- 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.



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.
- 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.
- Action Item 1.2.3: By 6/30/14, conduct department-wide technology assessment.
- Action Item 1.2.4: By 12/31/14, develop plan to improve technology resources and usage.
- Action Item 1.2.5: By 6/30/15, train employees in the proper use of new or existing technologies.
- Action Item 1.2.6: By 12/31/13, conduct an internal and external communications audit.
- Action Item 1.2.7: By 12/31/14, conduct an internal and external communications audit.
- Action Item 1.2.8: By 12/31/15, conduct an internal and external communications audit.
- Action Item 1.2.9: By 12/31/13, implement the findings of the 2013 communications audit to improve internal and external communications.
- Action Item 1.2.10: By 12/31/14, implement the findings of the 2014 communications audit to improve internal and external communications.
- Action Item 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 OPPORTUNITIES.

- Action Item 1.3.1: By 6/30/13, identify and evaluate existing external agency partnerships.
- Action Item 1.3.2: By 12/31/13, evaluate and update external agency partnership list.
- Action Item 1.3.3: By 12/31/14, evaluate and update external agency partnership list.
- Action Item 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.

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

- 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.
- Action Item 2.2.2: By 6/30/13, examine and evaluate current mentoring program.
- Action Item 2.2.3: By 12/31/14, upon their request, match each interested employee 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: By 12/31/13, each leader will have attended 4 hours of leadership training.
- Action Item 2.3.2: By 12/31/14, each leader will have attended 4 hours of leadership training.
- Action Item 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.

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

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.
- 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.
- 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.



- 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.

OBJECTIVE 3: CREATE A LEADERSHIP SUCCESSION PLAN.

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



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

