

Manhattan Beach Police Department 2016 – 2018 Strategic Plan Update

January 1, 2016 – June 30, 2018

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.

1.1. Formalize Mentoring Program

1.1.1. **Develop formal mentoring plan. 6/30/16.**

As of June 30, 2016, the formal mentoring plan is in the process of being developed.

1.1.2. **Review formal mentoring plan proposal. 12/31/16.**

As of December 2016, the formal mentoring plan is nearly complete.

1.1.3. **Implement formal mentoring plan. 3/31/17.**

As of March 31, 2017, the formal mentoring plan was completed. The plan includes opportunities for sworn and civilian staff to be paired with appropriate mentors. It also establishes expectations for both the mentor and mentee. The plan is in the process of being reviewed and implemented.

1.1.4. **Evaluate formal mentoring plan and revise as needed. 12/31/17.**

As of December 31, 2017, the plan is in the process of being reviewed/ revised and formalized.

1.1.5. **Evaluate formal mentoring plan and revise as needed. 12/31/18.**

In Progress.

1.2. Develop Specialty Assignment Succession Plan

1.2.1. **Research reasons behind current interest levels. 2/28/16.**

In recent years, the number of officers expressing interest in and applying for specialty assignments (i.e. Detective position) has gone down compared to years past. In interviews with a number of officers, reasons officers cited for lack of interest in applying included officers' desire to keep the patrol work schedule (3/12 and more flexibility), minimum assignment period of 4 years, lack of knowledge about what specialty assignment entail.

1.2.2. **Develop recommendations to revise policies to increase interest levels and participation rates. 6/30/16.**

To generate interest in specialty assignments and collateral duties, recruitment memorandums will explain what the assignment entails and have more in-depth information listed in it, including duties and responsibilities of the position. The memorandum will specify the various trainings the selected officer will attend. This will allow potential applicants to have a better understanding of the position they may consider applying for.

1.2.3. Revise FTO program so that new employees are provided with an overview of the different units within the departments. 12/31/16.

As staffing permits, new employees are provided an overview of different units within the Department. As staffing levels are low currently, the ability to provide an in-depth overview of all units is limited. When staffing returns to full-strength, this practice can resume.

1.3. Improve Employee Recognition Activities

1.3.1. Create employee recognition task force to develop recommendations for making employee recognition activities more meaningful to current employees. 1/31/16.

An Employee Recognition Task Force was created; participants represented virtually every rank and section in the Department. Several meetings were conducted to generate ideas. Recommendations to supervisory staff were developed.

1.3.2. Propose recommendations for improving employee recognition activities. 3/31/16.

Employee Recognition Task Force developed recommendations to enhance recognition activities.

1.3.3. Make budget changes to support identified employee recognition activities. 6/30/16.

Additional funds were added to the Fiscal Year 2016-2018 budget for recognition activities.

1.3.4. Supervisors and FTOs develop plan to link proposed recognition activities to desired employee values. 7/31/16.

Employee Recognition Task Force representatives made a presentation to the supervisory staff and received feedback. Based on the feedback received, task force members restructured the recommendations to better fit the department needs.

1.3.5. Develop employee recognition training to ensure that all supervisors are aware of the department's employee recognition philosophy, policies, and procedures. 10/31/16.

The final recommendations were presented to the Chief and approved.

1.3.6. Begin conducting supervisor employee recognition training. 12/31/16.

An update on the Department's new initiatives was presented to Supervisors. Changes to old recognition practices were implemented, including creating a yellow card/blue card system, adding a quarterly recognition category (to include separate sworn and civilian nominations), new nomination forms were created for employee of the quarter/year and the voting process was streamlined and made more inclusive and representative of the Department.

1.3.7. Evaluate activity changes and revise as needed. 12/31/17.

Program was evaluated; quarterly awards were updated based on feedback.

1.3.8. Evaluate activity changes and revise as needed. 12/31/18.

In May 2018, the Merit Award Committee met. The voting committee, made up of representatives from all sections of the Department, was updated to reflect current staffing.

The Committee also reviewed the criteria for quarterly and yearly awards and determined that no changes were required.

1.4. Continue to Develop and Enhance Leadership Skills

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

A memorandum of Leadership expectations for all levels of supervision and management was created. The draft was introduced at a monthly supervisory meeting with the intent of having an open discussion and gathering feedback.

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

Leadership training opportunities were identified that aligned with the Department's leadership expectations. All supervisors within the organization have attended or will be attending supervisory and/or leadership training.

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

Training matrix for all supervisory positions was created during the 2013-2015 Strategic Plan process. Enhanced leadership training opportunities were extended to interested Lieutenants and Sergeants (Police Executive Research Forum, Leadership Manhattan Beach, FBI Academy, POST Command College, etc.)

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

All supervisors are evaluated annually. Evaluation criteria includes problem solving/decision-making, support of organization goals, approachability, cooperativeness, and disciplinary control.

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

As the newly appointed Chief, Chief Abell shared his leadership expectations with at the supervisory staff meeting in January/February 2018.

1.5. Continue to Enhance Internal Communications

1.5.1. Conduct an internal & external communications audit. 6/30/16.

A communication audit was conducted with the Traffic Section. Findings included a lack of functionality of the Traffic Office space, the need for additional workstations, the need for a tablet to make DUI checkpoints more efficient, the need for updated collision reporting software, the need for city boundary maps to clearly identify our boundaries with neighboring cities to determine lead agency when traffic collisions occur on our borders, and the need for promoting traffic safety initiatives on social media more.

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

The Traffic area completed a space reconfiguration, which greatly enhanced the functionality of the space and provided space for additional workstations, as well as a much needed additional office space. The feasibility of providing each traffic officer with their own extension is being explored. A tablet has been obtained for use during DUI checkpoints to enhance efficiencies. A demo with a new collision reporting software provider was conducted. We worked with GIS to obtain updated City boundary maps. The Community Affairs team is helping the Traffic Section to promote traffic safety initiatives on social media to bring awareness to local laws.

1.5.3. Conduct an internal and external communications audit. 6/30/17.

A communication audit of civilian staff was conducted. Findings noted a lack of development opportunities for many civilian staff, a desire for increased communication/collaboration throughout the Department, and enhanced recognition opportunities to celebrate good work.

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

In order to strengthen communication and collaboration throughout the Department, Team-building workshops were conducted for full-time civilian employees (including Records personnel, Police Services Officers, Community Services Officers, and Administrative staff). In addition to strengthening the cohesion of the Department, these workshops provided civilian staff leadership/development training that is not usually available for line-level staff. The response to the team building events was very positive and achieved the desired result of enhancing communication within the Department; thereby enhancing the Department's ability to serve the community.

In the past, there was only one Department-wide employee of the quarter (including all part-time and fulltime employees, civilian and sworn). To provide additional opportunities to recognize excellence, the quarterly merit award process was expanded to include two categories – Civilian and Sworn, providing additional opportunities for recognition.

1.5.5. Conduct an internal and external communications audit. 6/30/18.

An internal and external communications audit was conducted with Community Affairs staff regarding use of social media. The audit included how the Department disseminates information to the public via social media, as well as how the social media team communicates internally.

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

In Progress.

2. COMMUNITY ENGAGEMENT

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

2.1. Enhance Communications with the Manhattan Beach Community

2.1.1. Develop a comprehensive communication plan that combines all media channels to more effectively communicate with the community. 12/31/16.

A Communication Plan was created to identify the Department's existing methods of communication with the community, as well as opportunities for expansion. Please note, that during the creation of the Communication Plan, the Police Department launched Facebook at www.facebook.com/manhattanbchpd (March 2016) and began contributing content to the City Bi-Weekly Updates (November 2016). We also enhanced our Neighborhood Watch E-Blast to create a more readable and user friendly format (December 2016).

2.1.2. Review communication plan proposals. 6/30/17.

Opportunities to expand our social media presence were identified in the Communication Plan. Staff reviewed the options and determined that launching YouTube, Instagram, and Twitter would enhance our ability to communicate with the public.

2.1.3. Implement communication plan. 9/30/17.

MBPD's Instagram page was launched in March 2017; our page can be found at www.instagram.com/manhattanbeachpolice.

MBPD's You Tube channel was launched in April 2017; our channel can be found at www.youtube.com/channel/UCOZWT2NPCePK2SznVMH12ow.

MBPD's Twitter was launched in June 2017; our feed can be found at www.twitter.com/manhattanbchpd/

2.1.4. Evaluate program effectiveness and revise as needed. 12/31/17.

The social media tools that the Department is currently utilizing are receiving very positive feedback from the community and are creating thousands of instances of engagement each month. No additional channels of social media communication are being pursued at this time. We will continue to identify new social media platforms and evaluate them to determine if they will be a positive addition to our social media toolbox.

2.1.5. Evaluate program effectiveness and revise as needed. 12/31/18.

In Progress.

2.2. Increase Police-Community Interactions

2.2.1. Evaluate existing community affairs programs to identify opportunities for improving, increasing, and enhancing police-community interactions. 6/30/2016

As of June 2016, MBPD is utilizing Nixle and Facebook and our primary outreach methods. In line with the Communication Plan, the Community Affairs Office will work to expand the Department's social media offerings to include Instagram, You Tube, and Twitter. The Community Affairs Office is also seeking to enhance the kind of posts that are published to

social media to include more information about good arrests and other cases that are not necessarily critical, but would be of interest to our community. The Police Department will also look for opportunities to enhance our partnerships with the community.

2.2.2. Propose new or enhanced community affairs programs. 12/31/2016

In 2017, the Community Affairs Office plans to launch Instagram, YouTube, and Twitter. We will add posts to Social Media that highlight good arrests and outstanding police work. We will also enhance our social media efforts to include video posts, to keep up with current social media trends and deliver important police safety information as effectively as possible. Community Affairs will increase involvement in community activities and expand our partnerships with local organizations and businesses. We will revitalize our Coffee with a Cop events, with a goal of hosting 2-3 per year.

2.2.3. Evaluate community affairs program effectiveness and impacts and revise as needed. 12/31/17.

Three new social media platforms were launched in 2017:

MBPD's Instagram page was launched in March 2017; our page can be found at www.instagram.com/manhattanbeachpolice.

MBPD's You Tube channel was launched in April 2017; our channel can be found at www.youtube.com/channel/UCOZWT2NPCePK2SznVMH12ow.

MBPD's Twitter was launched in June 2017; our feed can be found at www.twitter.com/manhattanbchpd/

The Community Affairs Office programming and social media content are generating thousands of instances of engagement monthly.

2.2.4. Evaluate community affairs program effectiveness and impacts and revise as needed. 12/31/18.

In Progress.

3. QUALITY OF LIFE ENHANCEMENT

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

3.1. Enhance Utilization of Task Force Resources

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. 12/31/16.

MBPD currently assigns one officer full-time to the Los Angeles Interagency Metropolitan Police Apprehension Crime Task Force (LA IMPACT). Our participation in the task force is an important investment in the protection of the community because the task force assists in identifying and capturing criminals who are unlikely to be caught by ordinary means because of the complex or resource-intensive nature of the investigation. Each year, LA IMPACT provides resources and manpower in several complex surveillance operations for MBPD, resulting in the successful prosecution of felony suspects. In addition, personnel benefit greatly from the opportunity to work with other agencies on extremely complex

investigations, which is an exceptional experience for Manhattan Beach officers. We will continue to evaluate the benefits of participation in this task force, as well as consider other law enforcement task force opportunities, in order to maximize the our effectiveness.

3.1.2. Review task force participation and resource utilization and revise as needed. 12/31/17.

The Police Department continues to see value in assigning a full-time officer to the LA IMPACT taskforce.

3.1.3. Review task force participation and resource utilization and revise as needed. 12/31/18.

In Progress.

3.2. Enhance Driving Under the Influence (DUI) Enforcement and Education Efforts

3.2.1. Review current DUI enforcement and education efforts and propose recommendations to reduce the numbers of DUI-related incidents in the City. 12/31/16

The Traffic Section partnered with neighboring police agencies to provide increased DUI checkpoints. The deterrent effects of the checkpoints are enhanced by publicizing the events through various media outlets. The Traffic Section will seek grant funding to further enhance our DUI enforcement and education efforts.

3.2.2. Review DUI enforcement and education efforts and revise as needed. 12/31/17.

The Manhattan Beach Police Department was awarded a \$200,000 grant from the Office of Traffic Safety to enhance traffic enforcement and education efforts. This funding will allow the Police Department to train additional officers in Standardized Field Sobriety Testing and Advanced Roadside Impaired Driving Enforcement, conduct additional DUI checkpoints and special enforcement operations, and promote community awareness and education of traffic laws.

DUI and Traffic safety-related educational messaging and enforcement details will be publicized on the Police Department and City social media accounts, and via press releases. Publicizing the grant activities brings heightened awareness to traffic laws and enhances the overall effectiveness of our education and enforcement efforts.

3.2.3. Review DUI enforcement and education efforts and revise as needed. 12/31/18.

In 2018, the Manhattan Beach Police Department applied for and was awarded a \$70,000 grant from the Office of Traffic Safety to continue to provide enhanced traffic enforcement and education efforts. The performance period of the grant is October 1, 2018 to September 30, 2019. Grant funding will provide training to officers in Standardized Field Sobriety Testing and Advanced Roadside Impaired Driving Enforcement. Grant activities will also include conducting DUI checkpoints and special enforcement operations, providing concentrated enforcement in areas where drivers frequently speed and intersections where traffic collisions often occur, conducting pedestrian and bicycle safety details, conducting distracted driving education and enforcement operations, and promoting community awareness and education of traffic laws. We will again utilize social media to augment our messaging and educational efforts.

3.3. Increase Police Visibility and Effectiveness in the Community

3.3.1. Review patrol performance measures and recommend improvements as needed. 12/31/16.

Patrol performance measures are monitored monthly by patrol supervisors. It was determined that no changes were needed during 2016. In 2016, emphasis was placed on police visibility in the community via footbeats. Emphasis was also placed on burglary suppression details.

3.3.2. Review patrol performance measures and recommend improvements as needed. 12/31/17.

Patrol performance measures are monitored monthly by patrol supervisors. It was determined that no changes were needed during 2017. In 2017, emphasis was placed on crime suppression details.

3.3.3. Review patrol performance measures and recommend improvements as needed. 12/31/18.

In Progress.

3.4. Create Crime Prevention Awareness Campaigns

3.4.1. Analyze community crime trends and identify crime prevention awareness focus areas. 6/30/16.

The Community Affairs team met to discuss and analyze community crime trends and opportunities to prevent crime through enhanced awareness. It was determined that awareness campaigns would focus on the prevention of Residential/Vehicle Burglaries and Fraud-related crime (including scam prevention, i.e. illegitimate false representation by groups purporting to be affiliates of utility and government entities attempting to obtain financial gain through deception).

3.4.2. Implement identified crime prevention awareness campaigns as needed. 12/31/16.

Social media posts via Nixle and Facebook were created to address the crime prevention focus areas of Residential and Vehicle Burglary prevention and Fraud alerts. Information was also disseminated via the weekly Neighborhood Watch e-blast (emails). Posts included alerts about scams, summer safety tips, and "Lock It or Lose It" messaging, and a holiday season "Operation Stop the Scrooge" crime prevention campaign.

3.4.3. Analyze community crime trends and identify crime prevention awareness focus areas. 6/30/17.

Based on crime trends, the Community Affairs team identified crime prevention areas to focus on: "Lock It or Lose It" vehicle burglary prevention, tips for securing valuable at the beach, and safety reminders to drivers (Share the Road, DUI prevention, Seat Belt Safety, etc).

3.4.4. Implement identified crime prevention awareness campaigns as needed. 12/31/17.

Throughout the course of 2017, Community Affairs utilized social media posts and direct contact with residents via our Police Volunteers to promote "Lock It or Lose It" vehicle burglary prevention and to provide tips for securing valuable at the beach. Messaging

regarding the “See Something, Say Something” homeland security campaign was published with regard to special events safety. An Anti-Bullying campaign geared toward middle school students was implemented. Numerous safety posts relating to drivers safety were published, including tips about Sharing the Road with bicyclists and pedestrians, DUI prevention, safe driving around schools, and Seat Belt Safety.

3.4.5. Analyze community crime trends and identify crime prevention awareness focus areas. 6/30/18.

Based on crime trends, the Community Affairs team identified crime prevention areas to focus on: bike thefts, “Lock It or Lose It” vehicle burglary prevention, the importance of curbing wheels when parked on an incline, and DUI prevention messaging.

3.4.6. Implement identified crime prevention awareness campaigns as needed. 12/31/18.

With a recent rise in bicycle thefts, the Police Department began to utilize the help of volunteers to deploy the bait bike for the Detective Bureau. In addition to continuing to push out the “Lock it or Lose it” message, we are now utilizing additional help from our volunteers. The Volunteers in Policing program is in the process of being revamped with new, more professional uniforms and a newly refurbished Volunteer Patrol vehicle. This will allow volunteers to participate in more patrol activities, thereby enhancing the Police Department’s crime prevention efforts and visibility in the community.

3.5. Enhance Usage of Crime Reduction Technologies

3.5.1. Review current usage of crime reduction technologies. 6/30/16.

Current crime-reduction technologies were evaluated; Opportunities for enhancement were identified, including: Implementing body worn cameras, ALPR/Community Cameras at points of ingress/egress to enhance investigations, security camera registration program for residential and commercial security camera owners, mobile computing devices for Traffic officers, Palantir/Smart Justice access, commercial ALPR database access, Facebook as a communication/information tool, bluecheck mobile fingerprint devices for Patrol, Forensic examination computer, and implementing background investigations software.

3.5.2. Develop plan to improve crime reduction technology resources and usage. 12/31/16.

Staff identified opportunities for technology enhancement and have implemented, or are in the process of implementing, the following crime reduction technology resources: ALPR/Community Cameras at points of ingress/egress to enhance investigations, security camera registration program for residential and commercial security camera owners, Palantir/Smart Justice access, commercial ALPR database access, Facebook as a communication/information tool, bluecheck mobile fingerprint devices for Patrol, Forensic examination computer, and training management software.

3.5.3. Review crime reduction technology plan and revise as needed. 12/31/17.

We have completed, or are the process of completing, all previously identified technology implementations. Additional technologies that have been added to the plan include a new Computer Aided Dispatch and Records Management System, replacement interoperable radios, replacement body worn cameras, cloud-based digital evidence management solution, and electronic records retention solution.

3.5.4. Review crime reduction technology plan and revise as needed. 12/31/18.

In Progress.

3.6. Heighten Enforcement of Community Priorities

3.6.1. Develop and implement enhanced deployment plan for increasing police presence during the City's holidays and special events. 12/31/16.

All Special Events operational plans were reviewed. Several events have grown in scale in recent years; resultantly, additional staffing needs were identified and incorporated into the action plan to ensure the safety of residents and event-goers.

3.6.2. Develop plan for increased education and improved enforcement of the City's no-smoking ordinance and other municipal codes. 12/31/16.

The Police Department, in partnership with code enforcement, provides education and enforcement efforts related to City municipal code violations, including the smoking ban ordinance. This includes conducting code enforcement investigations jointly with the Code Enforcement Unit, educating residents, visitors, and those conducting business in the City of local laws, and citing for municipal code violations.

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. 12/31/17.

It was determined that the Park Ranger position should be under the purview of the Police Department. The Police Department worked closely with the Parks and Recreation Department to transition the Park Ranger position to the Police Department, which has enhanced the Police Department's ability to maintain safety in our parks. It also allows the position to be more responsive to the safety needs of the Manhattan Beach community.

After consideration, it was determined that the Code Enforcement Section would remain in the Community Development Department.