



MANHATTAN BEACH
POLICE DEPARTMENT

FOUR-YEAR
STRATEGIC
PLAN



2008 ~ 2012



MESSAGE FROM THE CHIEF

On behalf of the Manhattan Beach Police Department, I am honored to present the Police Department's latest Strategic Plan.

Work on this plan began in January 2007, when more than 20 members of the department came together to develop a common vision. The committee determined that in order for this document to be meaningful, it needed to be attainable. True to this ideal, the elements contained within this Plan are attainable goals which will assist the Police Department in charting our course in the future.

As a result of several planning sessions, four goals were identified:

- Continue to bring the highest level of police services to our community through integrity, communication, innovation, and commitment
- Improve work relationships, recognition, training, and career development for personnel
- Increase organizational and personal accountability
- Recognize underrepresented portions of the community that may need more attention including our youth, our seniors, and Americans with Disabilities (ADA)

With these goals in mind, a vision statement was created... "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."

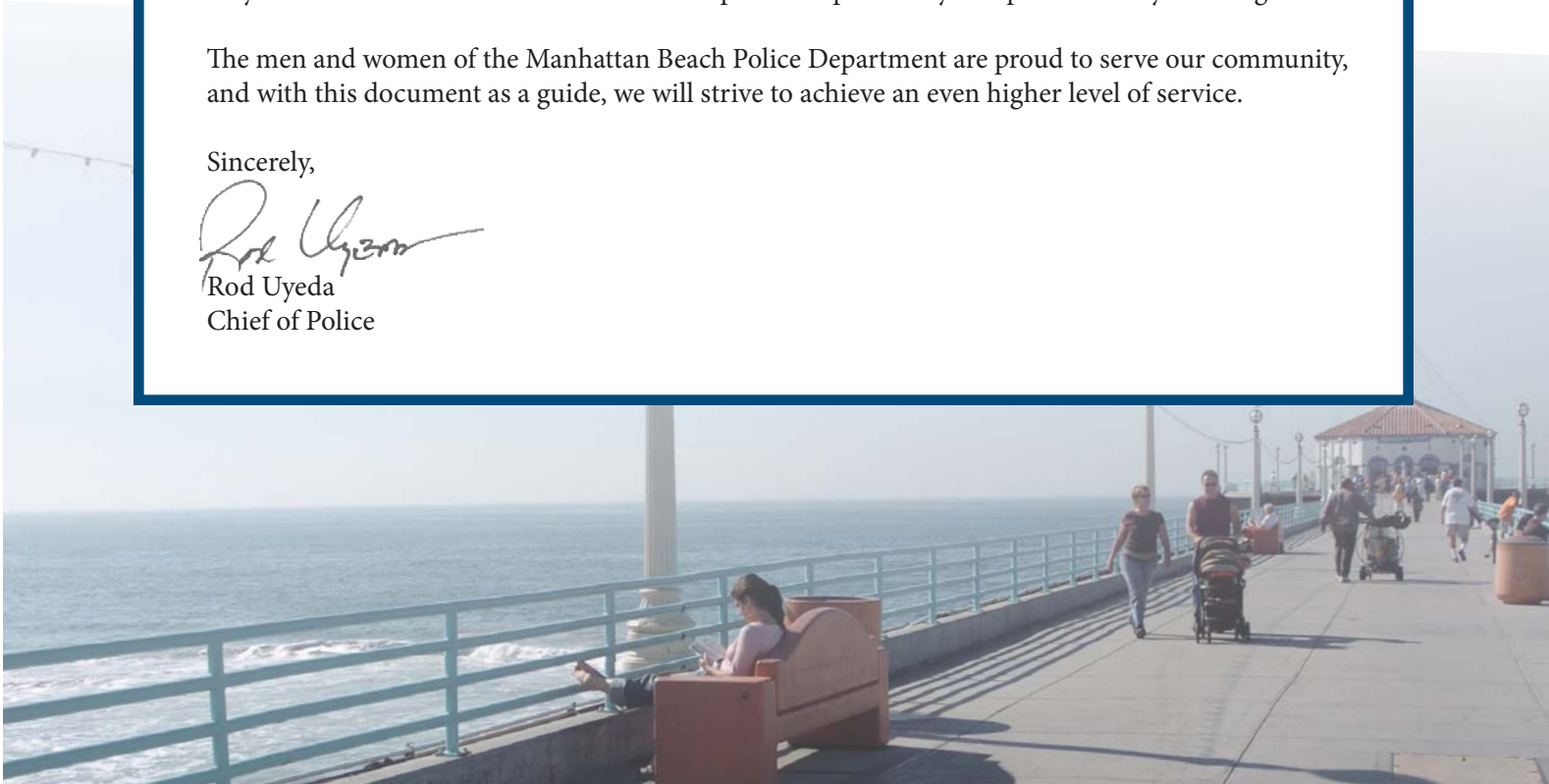
It is my hope that this Strategic Plan has something new and intriguing for everyone in the Department. In the next few years, many of the higher ranking leaders in this organization will be retiring, and with them will go many years of experience. With that comes the opportunity for other department personnel to embrace the challenge and satisfaction of leadership roles within our organization. Some will seek promotions or new collateral assignments, and some will continue to work hard in their current positions. Whatever opportunities sworn and civilian personnel choose to pursue, I hope they will continue to find their role in our Department personally and professionally fulfilling.

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,



Rod Uyeda
Chief of Police



The background of the slide features a photograph of a building with large windows. On the left side, an American flag is visible, partially cut off by the edge of the frame. At the bottom of the image, the words "MANHATTAN BEACH" are visible in large, raised, metallic letters on a building facade. The entire scene is set against a clear blue sky. A white rectangular box with a dark blue border is centered on the slide, containing the text.

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

Continue to bring the highest level of police services to our community through integrity, communication, innovation, and commitment

There is no higher calling for a police department than service to the public. Thus, it must be the number one goal of any police department and we must accomplish this service with integrity to maintain the public trust.

Our Police Department is committed to this goal and will accomplish it through open lines of communication, which occur when there is a willingness to be transparent and embrace community involvement. This includes enhancing our involvement in and collaboration with the community, and further expanding community participation through volunteer opportunities. It is through this community policing partnership that citizens can share in the opportunity to enhance public safety and quality of life.

In order to bring the highest level of service to our community, we will continue to work with all City Departments: Community Development, Public Works, Finance and Information Services, Human Resources, Parks and Recreation, Management Services, and our partners in public safety, the Fire Department. Collaboration across department lines, even if it means helping out with tasks that are not traditionally law enforcement focused, ensures that our residents will continue to enjoy the wonderful quality of life for which Manhattan Beach is known.

We cannot rest on past successes. We must strive to improve through innovation and technology while being proactive in addressing future issues and problems. As part of our commitment to the community, the department will seek ways to operate in a more “green” or environmentally friendly manner.





OBJECTIVE 1: CONTINUE TO FOCUS ON PUBLIC SAFETY AS OUR HIGHEST PRIORITY

- Action Item 1: Continue efforts to control crime problems proactively through COMSTAT
- Action Item 2: Explore ways to improve proactive and focused patrols
- Action Item 3: Explore ways to make patrol more effective, interesting, and desirable to work by using innovative crime fighting techniques, teams, task forces, and/or programs
- Action Item 4: Continue to look towards technology as a way to improve services
- Action Item 5: Explore ways to improve traffic operations and bring Traffic Bureau staffing levels to full strength

OBJECTIVE 2: ENHANCE THE POLICE DEPARTMENT'S COMMUNITY POLICING PROGRAMS

- Action Item 1: Expand Volunteer Program to touch on more aspects of the Police Department, and explore the expansion of the Reserve Officer Program
- Action Item 2: Enhance Crime Prevention to help manage real time issues
- Action Item 3: Explore ways to get the good work done by the Police Department out in the media on a regular basis
- Action Item 4: Explore ways to get more Department personnel involved in community events; continue to work hand in hand with other City departments to ensure the highest level of service to residents
- Action Item 5: Explore ways for Department to go more "green" and become more knowledgeable about and proactive in the enforcement of environmental laws

Goal 2

Improve work relationships, recognition, training, and career development for personnel

To best serve our community we must have a strong foundation within our department. To better prepare, develop, and retain employees, it is important to maintain healthy working relationships through open communication and positive recognition. These efforts will further cooperation and unity of purpose within the department.

The Police Department works closely with other City departments in providing services to our community, and we hope to further these interdepartmental relationships through programs which encourage more interaction with other City departments. This meaningful exchange of information will enhance City-wide cooperation and communication, help Police Department employees to better understand the breadth of our community's needs, and help us all to provide better services.

Training for sworn and professional staff continues to be a department priority, and several action items have been developed to enhance our current training program. Training contributes to greater productivity, confidence, and effectiveness in the field and in the office; it is also of direct importance to residents because it ensures that our officers and staff are better prepared and trained to respond to community issues.

Due to retirements and disability leave, we experienced a startling 9% vacancy rate in 2006, which prompted more aggressive recruiting efforts to seek out qualified applicants to fill these vacancies. We will continue to enhance recruiting efforts over the next four years.

Also as a result of upcoming retirements, there will be an opportunity for promotion within the organization. Through a series of training, mentoring, and leadership development initiatives, we hope to prepare current staff to fill those leadership roles. To this end, the department will take steps to provide education to develop personnel for these upcoming promotional opportunities, including exploring a rotation program for personnel and the continuation of leadership training.

OBJECTIVE 1: IMPROVE WORK RELATIONSHIPS

- Action Item 1: Create an internal communications committee to meet quarterly to address issues and inform the Chief of issues and new ideas.
- Action Item 2: Hold a supervisors team building event each year
- Action Item 3: Provide an employee suggestion box
- Action Item 4: Have two family events each year

OBJECTIVE 2: IMPROVE EMPLOYEE RECOGNITION

- Action Item 1: Personalize station with photos and display cases in the lobby
- Action Item 2: Revamp employee recognition awards to bring about more involvement
- Action Item 3: Explore the possibility of an internal newsletter

OBJECTIVE 3: IMPROVE TRAINING

- Action Item 1: Develop training matrix for all assignments
- Action Item 2: Have regular professional staff training days
- Action Item 3: Analyze effectiveness of in-house training
- Action Item 4: Ensure that all personnel are prepared for low occurrence/high risk incidents, including the South Bay Platoon and Area G including regular table-top exercises. (This will include two role-playing exercises for SWAT and CNT)

OBJECTIVE 4: CAREER DEVELOPMENT AND SUCCESSION PLANNING

- Action Item 1: Create the expectation among line level staff that any position is attainable and the Police Department supports their personal development and ambition
- Action Item 2: Continue to aggressively recruit and market careers at the Police Department
- Action Item 3: Explore the development of a mentorship program
- Action Item 4: Explore a rotation program for all sworn probationers through all sworn positions, as well as explore a way to rotate professional Staff to other positions of interest
- Action item 5: Develop a program to encourage more interaction with other City departments; learn more about the roles other departments play in our community; use this meaningful exchange of information to enhance overall City service
- Action Item 6: Continue with regular leadership training and the development of an internal leadership committee



Goal 3

Increase organizational and personal accountability

The Manhattan Beach Police Department holds organizational and personal accountability as an important value in sustaining the trust of the public we serve. To this end, we have developed several action items which will aid us in enhancing our measures of accountability.

OBJECTIVE 1: INCREASE ORGANIZATIONAL ACCOUNTABILITY

- Action Item 1: Develop reverse evaluations for supervisors and managers
- Action Item 2: Control costs through fiscal management of overtime as we reach full staffing
- Action Item 3: Develop a system to regularly review critical policies, including quizzes
(This will include a system for regularly updating our Policy Manual)
- Action Item 4: Create citizen feedback form regarding front desk/officer contact experience
- Action Item 5: Initiate another internal survey to evaluate change and course

OBJECTIVE 2: INCREASE PERSONAL ACCOUNTABILITY

- Action Item 1: Explore mediation program to resolve complaints
- Action Item 2: Explore citizen involvement in disciplinary issues
- Action Item 3: Review a police report each week
- Action Item 4: Ensure “debriefings” occur on all pertinent incidents with an emphasis on open and honest communication without argument or emotional outbursts
- Action Item 5: Explore the establishment of a wellness or physical fitness program



Goal 4

Recognize underrepresented portions of the community that may need more attention including our youth, seniors, and Americans with Disabilities (ADA)

The Manhattan Beach Police Department mission and vision statements are centered on a strong partnership with the public we serve, and we are committed to providing the highest level of service to all residents in the community.

A cornerstone of public safety and service is the responsibility to protect and serve residents who are most vulnerable – our youth, our seniors, and those with special needs. To this end, we are looking for ways to connect with these residents outside of an emergency setting to build a bond of trust. We will accomplish this by increasing our officer involvement in events for youth, seniors, and disabled persons.

To address the youth of our community, we will build on the successes of the School Resource Officer program by continuing to enhance our strong relationship with local public schools, and increasing our participation in community private schools.

As a means by which to seek out and develop youth leaders in the community, the department will explore the feasibility of bringing an Explorer Post back to the Police Department. This program, designed for young men and women ages 14 to 21, is a rewarding volunteer program which gives youth an opportunity to learn more about the Police Department, while developing valuable leadership and life skills.





OBJECTIVE 1: CONTINUE TO FOCUS ON THE DEVELOPMENT OF OUR YOUTH AS FUTURE LEADERS IN OUR SOCIETY

- Action Item 1: Increase the School Resource Officers involvement with our students involved in after school programs
- Action Item 2: Increase the School Resource Officers involvement with private schools
- Action Item 3: Explore the feasibility of bringing an Explorer Post back to the Police Department

OBJECTIVE 2: CREATE STRONGER RELATIONSHIPS WITH THE SENIORS IN OUR COMMUNITY

- Action Item 1: Increase officer involvement with the City-sponsored senior programs and the senior living facilities in the City

OBJECTIVE 3: BECOME MORE SUPPORTIVE OF AMERICANS WITH DISABILITIES (ADA), AS WELL AS OUR SPECIAL NEEDS POPULATION

- Action Item 1: Increase the Police Department's involvement with the Friendship Circle and other special needs organizations for children and adults
- Action Item 2: Ensure the Department is trained in areas that protect Americans with Disabilities (ADA)

Acknowledgements

Strategic Plan Committee

A special thank you to the Strategic Planning Team members who took this plan from concept to reality.

Derrick Abell
Joe Aiello
Julie Dahlgren
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