

2023 -2024 Manhattan Beach Police Department Strategic Plan

January 1, 2023 – December 31, 2024

December 2024 Update

Goal 1: Proactive Crime Fighting Strategies

Continue to explore and implement best-practice progressive policing strategies that will continue to make Manhattan Beach a wonderful place in which to live and work.

- **Objective 1.1: Review and Implement Useful Technologies and Equipment**

- **Action Item 1.1.1:** Public Safety Systems Specialist to audit the Department's current technology and create an inventory of equipment and software by March 31, 2023.

Completed. The Technology Team completed a comprehensive inventory of the Department's 90+ kinds of software and technology-related hardware.

- **Action Item 1.1.2:** Command Staff to establish a Technology Committee to make recommendations on the top technology needs of the Department by June 30, 2023.

Completed. The Technology Team worked closely with technology users from all areas of the Department to identify technology needs (deliverables outlined in 1.1.5).

- **Action Item 1.1.3:** Fleet Committee to review current fleet status and make recommendations for improving size, maintenance, and effectiveness of fleet assets by June 30, 2023.

Completed. The Fleet Team identified administrative and operations vehicles in need of replacement. The Fleet Team worked closely with Public Works and Finance to finalize a multi-year replacement plan. A budget appropriation request was also submitted for a Rescue vehicle.

- **Action Item 1.1.4:** Command Staff to review Fleet Committee's recommendations for improving size, maintenance, and effectiveness of fleet assets by August 30, 2023.

Completed. New and replacement vehicle recommendations were made and a multi-year plan was created to ensure current and future vehicle needs would be met. The Fleet Team works closely with each division regarding new vehicle selection and outfitting of new vehicles. A plan was created and implemented to transition marked police vehicles to the new Police logo (a small number of vehicles still display the old logos because the vehicles are on the replacement schedule in the near future).

- Action Item 1.1.5: Command Staff to review the Technology Committee's recommendations, as well as finalize processes for purchasing and deploying approved technologies by December 31, 2023.
Completed. Several technology projects were implemented, including upgrading our in-car MDCs and keyboards, replacing In-Car Video with Axon Fleet cameras, upgrading body-worn cameras, adding additional ALPRs, leasing a LiveView Trailer, adding additional blue check fingerprint reader units for the field, augmenting our Fusus program, purchasing new drones, installing thermal cameras on certain vehicles, and adding Axon ALPR technology to patrol vehicles.

 - Action Item 1.1.6: Command Staff to investigate the feasibility of proposing to the City Manager that the Department's Technology Specialist be dedicated full-time to the Police Department by December 31, 2023.
Completed. The Technology Specialist is now 100% dedicated to the Police Department (no longer shared 80% / 20% with the Fire Department). City Hall IT has taken over Fire Department IT responsibilities.

 - **Objective 1.2: Explore Internal Personnel Enhancements**
 - Action Item 1.2.1: Hire a full-time Detective Bureau Administrative Assistant by October 31, 2023.
Completed. A full-time Administrative Assistant was hired for the Detective Bureau.

 - Action Item 1.2.2: Command Staff to investigate the feasibility of expanding the Intern Program by June 30, 2023.
Completed. A revamped Intern Program was created and three interns were hired.

 - Action Item 1.2.3: Command Staff to investigate the feasibility of expanding the Reserve Officer Program by June 30, 2024.
Completed. Local reserve academies were contacted. Although there is limited interest at this time, we still welcome participation from reserves.

 - **Objective 1.3: Expand Work with External Agencies and Task Forces**
 - Action Item 1.3.1: Operations Captain to investigate the task force needs of the Department and make recommendations by December 31, 2023.
Completed. Recommendations included filling the vacant LA IMPACT Taskforce position, maintaining our Homeland Security Investigations (HSI) taskforce participation, and exploring participation in a Regional Retail Theft Taskforce.

 - Action Item 1.3.2: Command Staff to review the task force recommendations by March 31, 2024.
Completed. The vacant LA IMPACT Taskforce position was filled, participation in the HSI taskforce continued, and it was determined that we didn't have the staffing levels to devote a full-time employee to the Regional Retail Theft Taskforce at this time; however, we explored other partnerships that aligned with our staffing availability (see Item 1.3.3 for regional collaborations).
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- Action Item 1.3.3: Command Staff to contact local agencies that are interested in increased collaboration and develop programs and appropriate memorandum of understanding by December 31, 2024.

Completed. MBPD partnered with El Segundo on Organized Retail Theft Joint Operations. We also partnered with other South Bay Cities to conduct e-bike enforcement. We also expanded our regional Mental Health Evaluation Team participation.

- Action Item 1.3.4: Command Staff to expand internal crime reduction assignments and teams by December 31, 2024.

Completed. MBPD increased our Retail Theft Prevention Details, Burglary Suppression Details, and Bike Patrols to proactively address crime trends.

Goal 2: Community Collaboration and Engagement

Continue to build upon the successful community-police partnership that exists in Manhattan Beach.

- **Objective 2.1: Engage Community Members on Social and Emerging Media Platforms**
 - **Action Item 2.1.1:** Community Affairs team to post Department highlights each month; content to include bike patrols, foot beats, traffic posts, and quality of life concerns by June 30, 2023.
Completed. The social media team posted a variety of content on our social media platforms.
 - **Action Item 2.1.2:** Operations Captain to investigate the feasibility of expanding the Bike Patrol Program by June 30, 2023.
Completed. Initially, the program included increased deployments to busy times of year (Holiday shopping season, Downtown sidewalk sale, school holidays). We also purchased additional bicycles and created a storage area with power to charge the patrol e-bicycles. Two officers are now assigned full-time to a dedicated bike patrol team. Additional officers conduct bike patrols as needed during busy times of the year.
 - **Action Item 2.1.3:** Command Staff to develop assignments, policies, and procedures for social media posting by June 30, 2023.
Completed. Current policies were reviewed and are appropriate. Procedures for posting are in place and will be revisited as necessary.
 - **Action Item 2.1.4:** Command Staff to review the feasibility of expanding the bike patrol program from Action Item 2.1.2 by December 21, 2023.
Completed. Two officers are assigned full-time to the bike patrol team. There are also numerous officers who conduct bike patrols, as needed.
 - **Objective 2.2: Community Engagement**
 - **Action Item 2.2.1:** Patrol Lieutenant to create community member safety form for residents with disabilities by June 30, 2023.
Completed. Manhattan Beach residents can now voluntarily register individuals with special needs with the MBPD on the City website. This registry provides officers with critical information on individuals with special needs or circumstances. The program is designed to assist Law Enforcement agencies during contact with members of the community who have disabilities like Autism, Dementia, Alzheimer's, and Down syndrome, to ensure the special needs person's safe return home.
 - **Action Item 2.2.2:** Operations Captain to explore the creation of a community trading card program for community members by June 30, 2024.
Completed. After surveying staff, there was limited interest in pursuing this program.
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- Action Item 2.2.3: Traffic Lieutenant to develop and implement an e-bike safety awareness program by September 30, 2024.
Completed. MBPD conducted an e-bike training program in August 2023.
 - **Objective 2.3: Engage City Departments to Collaboratively Address Community Concerns**
 - Action Item 2.3.1: Chief to begin monthly sharing of the Department's highlights with Executive Management Team members by February 28, 2023.
Completed. Chief Johnson shares arrests/ investigations of interest, crime statistics, and other information that gives insight into the Police Department to Department Heads on an ongoing basis.
 - Action Item 2.3.2: Command Staff to establish a liaison to work closely with Code Enforcement to address public safety concerns by December 31, 2023.
Completed. We meet quarterly with code enforcement to discuss needs/issues and address public safety concerns.
 - Action Item 2.3.3: Command Staff to develop plan for educating leadership teams of other City departments on the Police Department's capabilities to facilitate understanding between departments by December 31, 2023.
Completed. Chief Johnson and the Captains meet with their peers in other City Departments as needed to collaborate on projects and discuss partnerships.
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Goal 3: Employee Development

Continue to provide our employees with the tools and training they need to thrive in their jobs and provide the highest levels of police services to the Manhattan Beach community.

- **Objective 3.1: Continue to Focus on Employee Wellness**
 - Action Item 3.1.1: Wellness Team to provide annual recommendations for enhancing Department Wellness Programs by June 30, 2023.
Completed. The wellness team made recommendations and is working to implement approved initiatives.
 - Action Item 3.1.2: Wellness Team to develop and implement a physical fitness incentive program by June 30, 2023.
This was determined to not be feasible at this time, but will be revisited in the next Strategic Plan.
 - Action Item 3.1.3: Wellness Team to provide annual recommendations for enhancing Department Wellness Programs by June 30, 2024.
Completed. The wellness team made recommendations and is working to implement approved initiatives. MBPD also received grant funds from the State to augment our Wellness Program.
 - Action Item 3.1.4: Schedule bi-annual Wellness and Resiliency Training Retreat, with the intention of reaching every Department employee every five years, by June 30, 2024.
Completed. Retreats were scheduled during the Strategic Plan period when feasible.

 - **Objective 3.2: Formalize Mentoring Program**
 - Action Item 3.2.1: Command Staff to establish a Mentoring Program Committee to develop recommendations for formalizing the mentoring program in the Department by June 30, 2023.
Completed. A Mentoring Committee was created and recommendations were made to develop the program.
 - Action Item 3.2.2: Command Staff to review the Mentoring Program Committee's recommendations and finalize policies and processes for implementing a formal mentoring program by September 30, 2023.
Completed. The Mentoring Committee recommendations were presented to Command Staff, including creating a process for pairing interested employees with mentors, creating expectations for mentor-mentee relationships, and updating an outdated training matrix to assist employees and supervisors in identifying career development opportunities.
 - Action Item 3.2.3: Command Staff to implement formal Mentoring Program by October 31, 2023.
Completed. A process is in place for pairing interested employees with mentors.
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Mentor-mentee expectations were developed. An outdated training matrix was updated to assist employees and supervisors in identifying career development opportunities; the training matrix outlines training opportunities for every position within the Police Department.

- **Objective 3.3: Review and Enhance Current Succession Planning**
 - Action Item 3.3.1: Administration Captain to provide list of upcoming retirements and potential vacancies by June 30, 2023.
Completed. A retirement eligibility list for both sworn and professional staff has been completed.
 - Action Item 3.3.2: Command Staff to develop and implement plan for addressing identified retirements and vacancies by September 30, 2023.
Completed. We increased recruitment efforts to assist in hiring and made plans to meet the challenges of potential vacancies, both anticipated and unexpected. This included announcing personnel changes in advance via Promotion/Transfer lists and scheduling overlap of staffing to allow for training and knowledge transfer.
 - Action Item 3.3.3: Administration Captain to provide list of upcoming retirements and potential vacancies by December 31, 2023.
Completed. A retirement eligibility list for both sworn and professional staff has been completed.
 - Action Item 3.3.4: Command Staff to develop and implement plan for addressing identified retirements and vacancies by March 31, 2024.
Completed. We increased recruitment efforts to assist in hiring and made plans to meet the challenges of potential vacancies, both anticipated and unexpected. This included announcing personnel changes in advance via Promotion/Transfer lists and scheduling overlap of staffing to allow for training and knowledge transfer.
 - Action Item 3.3.5: Administration Captain to provide list of upcoming retirements and potential vacancies by June 30, 2024.
Completed. A retirement eligibility list for both sworn and professional staff has been completed.
 - Action Item 3.3.6: Command Staff to develop and implement plan for addressing identified retirements and vacancies by September 30, 2024.
Completed. We increased recruitment efforts to assist in hiring and made plans to meet the challenges of potential vacancies, both anticipated and unexpected. This included announcing personnel changes in advance via Promotion/Transfer lists and scheduling overlap of staffing to allow for training and knowledge transfer.
 - Action Item 3.3.7: Administration Captain to provide list of upcoming retirements and potential vacancies by December 31, 2024.
Completed. A retirement eligibility list for both sworn and professional staff has been completed.
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- **Objective 3.4: Facilitate Professional Growth Opportunities**

- Action Item 3.2.1: Command Staff to establish a Training Team to develop recommendations for training programs by March 31, 2023.

Completed. A Training Team was formed to develop training program recommendations.

- Action Item 3.4.2: Training Team to explore the feasibility of offering these training programs by June 30, 2023:

- Leadership development training.
- Career development training.
- Job shadowing.
- Quarterly use of force/de-escalation training.
- Tactical medicine training.

Completed. Several new training initiatives were evaluated and recommendations were made to implement Tactical Medicine Training, Gracie Survival Tactics Training, Microsoft Office programs training (Excel, Word, Outlook, etc.), and Leadership and Career Development Training.

- Action Item 3.4.3: Command Staff to review the Training Team's results from Action Item 3.4.1 by July 31, 2023.

Completed. Several new training initiatives were implemented, including Tactical Medicine Training, Gracie Survival Tactics Training, Microsoft Office programs training (Excel, Word, Outlook, etc.), and Leadership and Career Development Training. All of these training opportunities were made available to the entire Police Department.

- Action Item 3.4.4: Personnel and Training Sergeant to update training matrix by September 30, 2023.

Completed. The training matrix was updated; the matrix assists employees and supervisors in identifying career development opportunities and outlines training opportunities for every position within the Police Department. This aids individuals in expanding their knowledge in their current positions, as well as identifying what is needed to be promoted to other positions within the Department.
