

## The Surfside Beach PD Manifesto and Condensed General Orders Cheatsheet

Manifesto: A public declaration of the principles, intentions, and motives of the issuer.

General Orders: Detailed standing orders which govern the administration and conduct of an organization and its members.

*The new SBPD General Orders Manual will contain about 250 pages of additional detail, but adhere to this summary and you can save a lot of trouble and reading time:*

Everyone at SBPD will-

1. Know our mission, and judge the importance of all of our actions in light of that mission. The mission is serving the public by safeguarding their lives, property, and quality of life. This means not only reducing actual crime, but the fear of crime. We have agreed to voluntarily place ourselves in harm's way to defend citizens from harm, and will do so with honor and courage. The mission comes first. Period.
2. Recognize the difference between the mission and the individual tasks which may contribute to mission accomplishment. Reports are not our mission. Tickets are not our mission. Arrests are not our mission. Making Town Hall happy is not our mission. Service is the mission. Always ask- "Is what I'm doing furthering the mission?" Take care of the mission and everything else takes care of itself. Remember, too, that we have only two types of troops here- line troops and support troops. In the Army, you either jumped out of an aircraft with a rifle, or you were a support troop. At SBPD, you either ride around in a blue and white car patrolling, or you are a support troop.
3. Avoid the back of the boat. The bad news- cliques exist in all organizations. The good news- SBPD has only three cliques, and we get to pick our own. If we're all in the SBPD boat together (and we are), the "front of the boat" clique is always paddling. They're digging hard, and require little supervision. They get the mission and want to get us there. The "middle of the boat" group doesn't dig quite as hard, and may require occasional tuning. That's okay, because by definition we all can't be above average. The middle crew doesn't slow us down, and serves with honor. "Back of the boat" folks may actually be dragging a paddle (or they may be asleep). They may not understand the mission, or may fundamentally disagree with it. Either way, they eventually get tossed from the boat. Figure out where you're sitting. Decide if you need to move.
4. Strive for excellence in every aspect of our operation. Not the cheesy motivational poster excellence, but real-deal, top drawer excellence. Don't half-step. Don't settle. If you try to be average you're sure to succeed; average is not where we're trying to go.
5. Be professional whenever in the public view. If you feel like doing something stupid, fight the urge until it passes. We can act as silly as we like in private (and often do).
6. Own our reputation. Don't dirty the patch. Don't tarnish the badge. Stay loyal to the Constitution, the law, SBPD, your fellow officers, and your own ideals. Integrity and loyalty are like pornography- hard to describe, but you know it when you see it. If it feels wrong, it probably is (so knock it off).
7. Treat everyone with respect. It's "yes sir" and "no sir," right up to the point where you have to foot sweep the guy and ruin his night (or week). Don't be officious, grumpy, badge-heavy, or power happy, and don't act like you got picked on in high school and became a cop to exact your revenge on the cool people of the world. Contrary to what some cops may tell you, being nice does not make you unsafe.
8. Do what is asked of you, assuming it's legal, ethical, moral, and within policy. We don't just sit around creating dumb things for you to do. Some of the things we have to do are, in fact, dumb, but we almost always have a solid reason for asking you to do it. Don't shop for orders if you get some you don't like- stick to the chain of command. Address bad orders the right way- with whomever handed them to you. An important part of following orders is staying in your lane- own the entire farm, but work your pasture first.

9. Let your uniform and demeanor do some of your work for you. Look sharp, be sharp, and carry yourself like you know what you're doing (even when you're winging it).
10. Pay attention to detail. Little things can kill people and cripple million-dollar projects. The best way to do this is to use systems (for everything). Create procedures and checklists and use them religiously. Pilots use checklists for everything from taking off, trimming out for cruise at altitude, and approach to landing- even 10,000 hour pilots with 25 years in the air. Why? Altitude is an unforgiving mistress. If you think what you're doing is important and critical, create a system for it.
11. Display the physical and emotional courage occasionally required in this field. If you lack physical courage, that's okay. Just change jobs. You'll make more money, and be much less likely to get yourself or someone else hurt or killed. We "march to the sound of the guns," so get comfortable running toward trouble while everyone else is running away. Cowboy up, and don't be hypersensitive. Nobody likes working with a crybaby.
12. Remember the five keys to survival- mental conditioning, tactics, physical fitness, equipment, and weapons skills. Being slack in one area can get you killed. Work on all five.
13. Make decisions. Execute. Actually get things done. In almost every case, any decision is better than inaction. Do something; if it's wrong we'll fix it later. We are paid to think *and* execute, not just think. Always game the system- we should constantly strive to eliminate silly bureaucracy wherever we find it. If we can get something done (and properly executed) in a day, why wait five? Get it done and move on.
14. Remember the corollary to the above maxim: Don't make decisions with anything but your brain. Don't use the wrong body part, or act because your cape got stepped on. NEVER let a mope under your skin, and don't let anyone live in your head rent-free. Learn to think under pressure.
15. Strive for self awareness. The most important person you'll ever study is you- know your strengths and weaknesses. Focus on the strengths; work around and mitigate the weaknesses (most of us are too old to change). Know exactly where you stand within the organization and against whatever adversary you may be facing. Take responsibility for your actions (all of them). Know that the maximum effective range of an excuse is zero meters. When you screw up- learn from it, apologize (if applicable), and move on.
16. Constantly think about customer service. Remember the concept that Tom Peters calls "Wow!" service- try to leave every contact wondering what they did to deserve the outstanding level of service they just received. You are free to dazzle people; make them fans.
17. Do it right the first time; don't cut corners. It saves time on the back end because someone will have to clean up after you later if you do. Don't struggle for 10 minutes to avoid two minutes of work. This is one of the traits that separates professionals from amateurs.
18. Do your job. We are not FaceBook PD, so don't patrol there. We won't catch many bad guys in our HQ building, in Farmville, or hiding out with your gear off. Go where the people need service and the bad guys operate. Do *only* your job- not in the "that's not my job" sense, but the "mind your own business" sense. Stay in your lane.
19. Work your problems (don't let them work you). Don't stand flat-footed and respond to the situation from behind the curve as it unfolds; analyze the events, actions, or circumstances before you and see them merely as positive or negative developments to be taken advantage of or worked around. Remember too that if you don't have a Plan B, your Plan A sucks.
20. Keep your glass half-full. Constant pessimism wears people out and kills morale. GEN Colin Powell calls perpetual optimism a "force multiplier." Don't be a Pollyanna, but stop whining and try to find something positive to work with.
21. Drive like everyone is watching you (because they are). Don't drive like an idiot- speed is seldom our friend. Run the math attendant to response time and speed and ask yourself if arriving 15 seconds early is worth

bending sheet metal on your squad (or killing an innocent third party). If one of us is getting shot at or beaten to death, it's worth it. If not, then slow down.

22. Don't hoard information or expertise for personal gain, or to make yourself indispensable. Mission-critical information is the lifeblood of the organization, so let it flow (up and down). Don't waste everyone's time sharing meaningless information just to appear transparent or important.
23. Never quit- whether you've been told something "just won't work," or you've been shot. Keep swinging. Remember Hal Moore (again)- "There is always *one more thing* you can do to increase your odds of success."
24. In a service organization, never (ever) utter the phrase, "There's nothing we can do." To anyone. Ever. Even if its true. There's almost always something we can do (maybe not what they want, but something). Be creative; don't hem yourself in by being too quick with the tired old, "That's a civil matter" routine. "Civil matters" are problems, and we fix problems. As a friend of mine often says, good beat cops are janitors to society, armed stenographers, and itinerant problem solvers. Be that guy.