



OPERATIONAL PLAN 2022

Operations

Support Services

Emergency Management

Our mission is to develop and support a team of professionals who consistently seek and find innovative policing strategies to affirmatively promote, preserve, and deliver those quality services which enhance the security and safety in our community.

To support this mission, we will work in strong partnership with the community.



LAKE FOREST PARK POLICE DEPARTMENT
CHIEF OF POLICE – MIKE HARDEN





Vision

Our vision is to ensure the City of Lake Forest Park is one of the safest cities in the Puget Sound Region achieved through the delivery of quality law enforcement services.

Mission Statement

Our mission is to develop and support a team of professionals who consistently seek and find innovative policing strategies to affirmatively promote, preserve, and deliver those quality services which enhance the security and safety in our community. To support this mission, we will work in strong partnership with the community.

Values Statement

Our department values the sanctity of all life. We strive for the equal, equitable, and compassionate application of law enforcement services for all, and the universal acceptance of all people. We endeavor for the highest level of training and diversity for our police staff and maintain partnerships within our community and local governments to provide urgently needed resources for those in need.

Departmental Goals

- 1. Reduce crime and collision loss in our community.**
- 2. Provide quality services and innovative policing strategies delivered through excellent customer service.**
- 3. Provide appropriate resources to employees that foster a safe, ethical, innovative, knowledgeable, and healthy workforce.**
- 4. Provide emergency management oversight for the Northshore Emergency Management Coalition**



Goal #1 – Reduce Crime and Collision Loss in our Community

Objective

Reduce Burglaries by 5%

Strategies	Target
<p>Saturation / targeted patrols When applicable</p> <p>Utilize Unmarked car/plain clothes in targeted areas. Utilize officer on OT to Patrol targeted areas. Utilize admin/detective staff in patrol for undercover work.</p> <p>Add crime prevention/new resident information page to website/links to crime prevention videos.</p> <p>9pm Routine</p>	<p>(3-year avg: 36) Target: 26</p> <p>Per quarter, assign targeted enforcement with appropriate and available units.</p> <p>Create and implement</p> <p>Monthly to weekly depending on response</p>

Objective

Reduce Larceny/Thefts by 5%

Strategies	Target
Community communication and education. • Meetings, Forums	(3-year avg: 178) Target: 169 Hybrid model for meetings
Initiate Daily Patrol Objectives	Foot Patrols / Business checks 2021: 1024 Target: 1400 Target: 2 per shift
Liquor/Retail theft reduction	Business/foot patrols, presence by uniformed police Target: 1 per shift (2) with trends Target: 2 per year
Meeting/forums with business owners Education on new laws	Quarterly Zoom meetings to address concerns and trends.



Goal #1 – Reduce Crime and Collision Loss in our Community (cont.)

Objective

Reduce All Collisions by 5%

Strategies	Target
Identify Traffic Focus Areas (See Traffic Safety Plan)	(3-year avg: 99) Target: 115
Participate and collaborate in the city's traffic calming program (Education / Enforcement / Engineering). Post problem areas identified by data received through traffic calming program for Squads to enforce.	Complete all requests.
Conduct Grant Funded distracted driver emphasis patrols.	Target: 4
Conduct Squad based emphasis patrols.	Target: 1 per squad per quarter
Distracted Driver Social media messages	Target: 12, 1 per month
School Bus Driver Education	Target: 1 meeting at beginning of school year with all drivers

Objective

Increase Criminal Interdiction Activities

Strategies	Target
Increase Interdiction Activities	
Flexible working hours, 5 PM car	DUI Arrests 2021: 22 Target: 35
Obtain new Radar/Lidar equipment	Other Arrests 2021: 177 Target: 275
DUI patrol emphasis – DUI car (unmarked)	Traffic Stops 2021: 1837 Target: 3000
	Traffic Tickets 2021: 859 Target: 2000
	Neighborhood Patrols 2021: 1011 Target: 2000
TZT / Distracted / DUI Continued implementation of Traffic Safety Plan	Mall Foot Patrols Target: 15 per month



Goal #2 – Provide Quality Services and Innovative Policing Strategies Delivered Through Excellent Customer Service

Objective

Ensure Excellent Community Partnerships and Community Policing

Strategies	Target
Conduct a Community Forum on current police trends. <ul style="list-style-type: none"> • CIT/RADAR/UOF • 911 Use / Burglary Education • New Laws 	Community Forum: 4
Coffee with the cops – Q & A – Online or In-Person Coffee with Traffic Officer - Online or In-Person	Target: 2
Participate in the regional mental health “Navigator” program.	Informational meetings 4 Number of ride-a-longs Roll call briefings. Follow-up contacts
Participate in Chief for a Day, Special Olympics, Shop with a Cop, Pink Patch	Target: All Events
Promote the North Sound Police foundation. Direct community to donate or join.	LFP community members join the foundation who express that they want to help the PD.

Objective

Maintain Active Shooter Response Protocols for City Hall and Targets in the City

Strategies	Target
Continue Civilian Response to Active Shooter Events	Community Training 2 Sessions
Facilitate “Stop the Bleed” training program	City Hall employees 3

Objective

Continue to foster a strong relationship with the school district and stakeholders

Strategies	Target
Random security presence Breakfast / Lunch with kids Cops in classrooms – read to kindergarteners. Attend school staff meetings (involve sergeants) Establish programs through Zoom / Teams	Foot Patrols Target: 2 Per shift Target: 2 Target: 3 Target: 3



Goal #2 – Provide Quality Services and Innovative Policing Strategies Delivered Through Excellent Customer Service (cont.)

Objective

Public Communication

Strategies	Target
Enhanced social media use of informational videos (Calling 911, process, how dispatch works)	Maintain and Enhance: Facebook, Twitter, Nextdoor, Instagram, YouTube and Website
Tip of the week rotation and the “9PM routine” programs during the summertime. Continue social media postings including CanUID.me	Target: Weekly/Daily

Objective

Community and Neighborhood Block Watch Program

Strategies	Target
Bi-annual block watch captain resource meetings	Target: 2
Develop apartment complexes/condo community safety program (mirror block watch program)	Target: 2
Hold specific forums for Apts/Condos.	Target: 2 complexes
Ensure participation in the block watch program. Facilitate National Night Out	Neighborhood Parties 100%
Facility development of a citizen academy	Target: 1
Independent Investigations Team (IIT) Training for Community Representatives	Target: 2



Goal #3 – Provide Appropriate Resources to Employees That Foster A Safe, Ethical, Innovative, Knowledgeable, And Healthy Workforce

Objective

Prepare the Workforce to Respond to Daily Activities, Manage Critical Incidents, And to Increase Knowledge for Advancement

Strategies	Target
<p>Develop a yearly training plan.</p> <ol style="list-style-type: none"> 1. Firearms 2. Patrol Tactics 3. Defensive tactics (ASP, OC, Taser) 4. EVOC (High Speed) 5. First Aid / TCCC / TacMed 6. Hazmat/Bloodborne 7. Biased Based Policing/Hate Crimes 	<p>Published by Feb. 1</p> <p>4 In-Service training sessions</p> <p>1 training session (Simulator – Month)</p> <p>2 training sessions (Live Fire)</p> <p>1 training session (Simunitions/De-escalation)</p> <p>All officers trained under “Duty to provide care”</p>
<p>Use of New Less Lethal De-Escalation Tactics and Devices</p> <p>Update Use of Force/Complaints Tracking</p>	<p>Training Department on “Bola Wrap”</p> <p>Install software (IA Pro) and trained staff</p>
<p>Health and Wellness Program (See H&W Plan)</p> <ul style="list-style-type: none"> • Emotional survival for LE • LE suicide awareness/prevention • PTSD/I awareness • Below 100 • Blue Courage • Peer Support 	<p>CSPA and Additional Health/Wellness Class hours</p> <p>Build a peer support team.</p> <p>Build a “menu” of wellness outlets.</p>

Objective

Provide Advanced Training Resources to Enhance the Staff

Strategies	Target
Advanced Crisis Intervention Training (40-hour course)	Target: 100% 4 officers (4 left in PD)
CIT 2hr Online Refresher (Yearly)	Target: 100%
CJTC Patrol Tactics (I-940 - LETSCA)	Target: 9 officers (all staff required within 3 years)
Leadership Development	2 Instructors (Completed in 2021)
<ul style="list-style-type: none"> <li data-bbox="257 1550 794 1573">Leadership retreat for supervisors 	Quarterly Sgt's Training: 4
Active Bystandership for Law Enforcement (ABLE) Project	-Minimum 16 hours of leadership development
	-CSPA leadership seminar
	-Both Lieutenants teaching the course to staff
Provide additional job specific training.	
1. Below 100	-Officers
2. Lexipol/Legal Updates	-Supervisor Basic
3. First Responder Health and Wellness Instructor(s)	-Other supervisory training



Goal #4 – Provide Emergency Management Oversight for The Northshore Emergency Management Coalition

Objective

Provide the City of Lake Forest Park with The Ability to Respond to And Manage All-Hazard Events Affecting The Community.

Strategies	Target
Train on the City's Employee Response Guide	Target: Quarterly
Maintain and enhance the LFP community partners emergency notification plan.	Utilize Code Red and the LFP Newsflash system Train on Mapping/GIS Alerts
ICS Compliance with city staff	Target: All City Staff and Council in Compliance (On-Going)

Objective

Northshore Emergency Management Coalition (NEMCo) Oversight and Management

Strategies	Target
Facilitate emergency volunteer programs and training.	Cert Academies 2 Citizen Workshops 2 Monthly Volunteer Meetings 12 Community Events 4
Implementation of a joint EOC	Activation of EOC 1
Train staff and exercise plans	Trainings 2 Exercises (Functional) 1
Develop the Northshore Emergency Management Council (Other Service Providers)	Trainings 1
Provide required services for NUD.	Target: 12 Trainings
Stop the Bleed / First Aid	Target: 2 / when needed.
Maintain emergency plans and EMPG funding.	Target: Complete Plan
Participate in State communication RACES Drills.	Target: 2 per year



Outlook for the Future

Anticipated Staffing Levels

- Authorized 20 commissioned, 1 limited commission, 2 civilians, 1 emergency manger. 2 officers currently in FTO
- **Future growth**
 - Staffing Model - **2 additional patrol officers needed**
 - **Motorcycle Traffic Officer**
 - **Community Service Officer**
 - Add Mental Health Professional to staff for use with RADAR program, similar to DV Advocate.

Anticipated Equipment, Capital Improvement, and Technology Needs

Equipment Needs:

- E-bikes for Burke Gilman Trail / Town Center Patrol
- Transport Van replaced/upgraded.
- Ballistic vest replacement plan
 - 2022 (5) replacements (2) new hire or turnover
- Radars / Lidars
- Glock Gen 5 upgrade

Capital Improvements:

- Security fencing for patrol vehicles to improve safety of police department parking and access – Interdependent on Sound Transit Parking structure project.
- Carport for patrol vehicles, improved lighting

Technology Improvements:

- UAV Program for Traffic, Emergency Management, Search and Rescue