



# OPERATIONAL PLAN 2023

- 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.



2021  
LAKE FOREST PARK POLICE DEPARTMENT

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<br/>When applicable</p> <p>Utilize Unmarked car/plain clothes in targeted areas.<br/>Utilize officer on OT to Patrol targeted areas.<br/>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: <b>34</b>) Target: <b>32</b></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.<br>• Meetings, Forums | (3-year avg: <b>191</b> ) Target: <b>181</b><br>Hybrid model for meetings  |
| Initiate Daily Patrol Objectives                             | Foot Patrols / Business checks<br>2021:1426 Target: <b>1400</b><br>Target: <b>2 per shift</b>                                  |
| Liquor/Retail theft reduction                                | Business/foot patrols, presence by uniformed police<br>Target: <b>1 per shift (2) with trends</b><br>Target: <b>2 per year</b> |
| Meeting/forums with business owners<br>Education on new laws | Quarterly retail 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: <b>101</b> ) Target: <b>96</b>                           |
| 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: <b>4</b>  |
| Conduct Squad based emphasis patrols.  | Target: <b>1 per squad per quarter</b>                                |
| Distracted Driver Social media messages  | Target: <b>12, 1 per month</b>  |
| School Bus Driver Education  | Target: <b>1 meeting at beginning of school year with all drivers</b> |

### Objective

#### Increase Criminal Interdiction Activities

| Strategies  | Target  |
|---|---|
| Increase Interdiction Activities  |   |
| Flexible working hours, 5 PM car  | DUI Arrests 2022: <b>28</b> Target: <b>35</b>             |
| Obtain new Radar/Lidar equipment  | Other Arrests 2022: <b>278</b> Target: <b>300</b>         |
| DUI patrol emphasis – DUI car (unmarked)                                  | Traffic Stops 2022: <b>2477</b> Target: <b>3000</b>       |
|   | Traffic Tickets 2022: <b>1149</b> Target: <b>2000</b>     |
|   | Neighborhood Patrols 2022: <b>854</b> Target: <b>2000</b> |
| TZT / Distracted / DUI<br>Continued implementation of Traffic Safety Plan | Mall Foot Patrols Target: <b>15 per month</b>             |



## 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"> <li>• CIT/RADAR/UOF</li> <li>• 911 Use / Burglary Education</li> <li>• New Laws</li> </ul> | Community Forum: 4   |
| Coffee with the cops – Q & A – Online or In-Person<br>Coffee with Traffic Officer - Online or In-Person   | Target: 3  |
| Participate in the regional mental health “Navigator” program.  | Informational meetings 4<br>Number of ride-a-longs<br>Roll call briefings.<br>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                         | Foot Patrols Target: 2 Per shift |
| Breakfast / Lunch with kids                      | Target: 2                        |
| Cops in classrooms – read to kindergarteners.    | Target: 3                        |
| Attend school staff meetings (involve sergeants) | Target: 3                        |
| Establish programs through Zoom / Teams          |                                  |



## 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 CanUIDme | Target: <b>Weekly/Daily</b>   |

### Objective

#### Community and Neighborhood Block Watch Program

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



## 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"> <li>1. Firearms</li> <li>2. Patrol Tactics</li> <li>3. Defensive tactics (ASP, OC, Taser)</li> <li>4. EVOC (High Speed)</li> <li>5. First Aid / TCCC / TacMed</li> <li>6. Hazmat/Bloodborne</li> <li>7. Biased Based Policing/Hate Crimes</li> </ol> <p>Health and Wellness Program (See H&amp;W Plan)</p> <ul style="list-style-type: none"> <li>• Emotional survival for LE</li> <li>• LE suicide awareness/prevention</li> <li>• PTSD/I awareness</li> <li>• Below 100</li> <li>• Blue Courage</li> <li>• Peer Support</li> </ul> | <p>Published by <b>Feb. 1</b></p> <p><b>4</b> In-Service training sessions</p> <p>1 training session (Simulator – Month)</p> <p><b>2</b> training sessions (Live Fire)</p> <p><b>1</b> training session (Simunitions/De-escalation)</p> <p>All officers trained under “Duty to provide care”</p> <p>CSPA and Additional Health/Wellness Class <b>(8 hours per employee)</b></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  |
|--|---|
| <p>Advanced Crisis Intervention Training for patrol officers (40-hour course)</p> <p>CIT 2hr Online Refresher (Yearly)</p> <p>CJTC Patrol Tactics (I-940 - LETSCA)</p> <p>Leadership Development</p> <ul style="list-style-type: none"> <li>• Leadership retreat for supervisors</li> </ul> <p>Active Bystandership for Law Enforcement (ABLE) Project</p> <p>Provide additional job specific training.</p> <ol style="list-style-type: none"> <li>1. Below 100</li> <li>2. Lexipol/Legal Updates</li> <li>3. First Responder Health and Wellness Instructor(s)</li> </ol> | <p>Target: <b>100% 2 officers (2 left in PD)</b></p> <p>Target: <b>100%</b></p> <p>Target: <b>9 officers</b> (all staff required within 3 years)</p> <p><b>2 Instructors</b> (Completed in 2021)</p> <p>Quarterly Sgt's Training: <b>4</b></p> <p>-Minimum <b>16 hours</b> of leadership development</p> <p>-CSPA leadership seminar</p> <p>-Both Lieutenants teaching the course to all staff</p> <p>-Officers</p> <p>-Supervisor Basic</p> <p>-Other supervisory training</p> |
|  |   |
|  |   |



## 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                                  | Provide progressive quarterly training to all employees  |
| Maintain and enhance the LFP community partners emergency notification plan. | Utilize Code Red and the LFP Newsflash system<br>Train on Mapping/GIS Alerts   |
| ICS Compliance with city staff   | All city staff and Council in compliance by Jun 2023 and incorporated ICE training into new hire onboarding process. |

### Objective

**Northshore Emergency Management Coalition (NEMCo) Oversight and Management**

| Strategies  | Target   |
|---|--|
| Facilitate emergency volunteer programs and training.                         | Cert Academies 2<br>Citizen Workshops 2<br>Monthly Volunteer Meetings 12<br>Community Events 4 |
| Implementation of a joint EOC   | Activation of EOC 2  |
| Train staff and exercise plans  | Trainings 2<br>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: 2023 All Hazards Plan  |
| Participate in State communication RACES Drills.                              | Target: 2 per year   |
| CEMP Plan Updated (5 Year Plan)   | Target: Update for Jan 2027  |



## Outlook for the Future

### Anticipated Staffing Levels

- Authorized 20 commissioned, 1 limited commission, 2 civilians, 1 emergency manger, 1 domestic violence advocate.
- Volunteers – 2 Police Chaplains and Crime Watch
- RADAR Navigators
- **Future growth**
  - Staffing Model - **2 additional patrol officers needed**
    - **Motorcycle Traffic Officer**
    - **Community Service Officer**
  - Coordination with the newly formed RCR Program

### Anticipated Equipment, Capital Improvement, and Technology Needs

#### Equipment Needs:

- E-bikes for Burke Gilman Trail / Town Center Patrol
- Transport Van replaced.
- Ballistic vest replacement plan
  - 2023 (3) replacements (4) new hire or turnover
- Glock Gen 5 upgrade – Transition to 9mm platform.
- Portable/Mobile Radios (PSERN Project still ongoing)

#### 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
- Gym setup for officers
- Electrical Vehicle Charging Stations for future vehicles.



### **Technology Improvements:**

- UAV Program for Traffic, Emergency Management, Search and Rescue.
- LPR's (License Plate Readers) for investigations resources

### **2023-2024 Approved Budgeted Items**

- BDA (Bi-Directional Amplifier) for Radio Communication in building
- Officer Locker Rooms and Storage upgrades