



OPERATIONAL PLAN 2024

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: 34) Target: 32</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
<p>Community communication and education. • Meetings, Forums</p> <p>Initiate Daily Patrol Objectives</p> <p>Liquor/Retail theft reduction.</p> <p>Meeting/forums with business owners Education on new laws.</p>	<p>(3-year avg: 205) Target: 195</p> <p>Foot Patrols / Business checks 2023: 709 Target: 1500 Target: 2 per shift</p> <p>Business/foot patrols, presence by uniformed police Target: 2 per shift</p> <p>Quarterly retail meetings to address concerns and trends.</p>



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: 113)	Target: 107
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.	2023 requests - 37	Complete all requests.
Develop traffic collision response unit.		
Conduct Grant Funded distracted driver emphasis patrols.	Target: 4	
Conduct Squad based emphasis patrols.	Target: 1 per shift	
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 2023: 19	Target: 28	
DUI patrol emphasis – DUI car (unmarked)	Other Arrests 2023: 256	Target: 300	
	Traffic Stops 2023: 2593	Target: 3000	
	Traffic Tickets 2023: 1119	Target: 2000	
	Neighborhood Patrols 2023: 1201	Target: 2000	
TZT / Distracted / DUI Continued implementation of Traffic Safety Plan	Mall Foot Patrols	Target: 20 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 	Community Forum: 4
Coffee with the cops – Q & A – Online or In-Person Coffee with Traffic Officer - Online or In-Person	Target: 3
Participate in the regional mental health “RCR” program.	Informational meetings Number of ride-a-longs Roll call briefings. Follow-up contacts 12
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 Minimum of 6

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)	Foot Patrols Target: 2 Per shift Target: 4 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, "Weekly calls for service" Continue social media postings	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% 30+ Parties
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 (Bola, Wrap, Taser) 4. EVOC (High Speed) 5. First Aid / TCCC / TacMed 6. Hazmat/Bloodborne 7. Biased Based Policing/Hate Crimes <p>Health and Wellness Program (See H&W Plan)</p> <ul style="list-style-type: none"> • Emotional survival for LE • LE suicide awareness/prevention • PTSI awareness • Below 100 • Blue Courage • Peer Support • ABLE Training 	<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>Less/Non-Lethal Tools</p> <p>CSPA and Additional Health/Wellness Class</p> <p>(8 hours per employee)</p> <p>Build a peer support team.</p> <p>Build a “menu” of wellness outlets.</p> <p>(Need a new instructor for 2024)</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>Leadership Development</p> <ul style="list-style-type: none"> • Leadership retreat for supervisors <p>Provide additional job specific training.</p> <ol style="list-style-type: none"> 1. Below 100 2. Lexipol/Legal Updates 3. First Responder Health and Wellness Instructor(s) 	<p>Target: 100% 2 officers</p> <p>Target: 100%</p> <p>Target: 9 officers (all staff required within 3 years)</p> <p>2 Instructors (Completed in 2021)</p> <p>Quarterly Sgt's Training: 4</p> <p>-Minimum 16 hours of leadership development</p> <p>-CSPA leadership seminar</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. -This will include 3 classroom-based courses and 1 exercise.
Maintain and enhance the LFP community partners emergency notification plan.	-Utilize Code Red, the LFP Newsflash system, social media, and other communications partners to ensure effective internal and external notifications. -Train selected staff on the proper managing of alert system, to include mapping/GIS Alerts based alerts.
ICS Compliance with city staff	-Bring all city staff and Council in compliance by September of 2024 and incorporate 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 Citizen Workshops 2 Monthly Volunteer Meetings 12 RACES/CERT Drills 2 Community Events 4
Implementation of a joint EOC	Activation (full or partial) of EOC 2
Train staff and exercise plans	Trainings Exercises (Tabletop or Functional) 3 1
Develop the Northshore Emergency Management Council (Other Service Providers)	Trainings/Meetings 4
Stop the Bleed / First Aid	City Employees: Community Members 1 1
Maintain emergency plans and EMPG funding.	Plan rewrite: Next CEMP Update: All Hazards Plan Jan 2027



Outlook for the Future

Anticipated Staffing Levels

- Authorized 20 commissioned, 1 limited commission, 2 civilians, 1 emergency manager, 1 domestic violence advocate. **+3 Limited Term Employees (officer turnover)**
- Volunteers – 2 Police Chaplains and Crime Watch
- Crisis Navigators (RCR Agency)
- **Future growth**
 - Staffing Model –
 - **2 additional patrol officers needed (added to commission 20)**
 - **Traffic Officer (Motorcycle)**
 - **Community Service Officer**
 - **Public Disclosure staff for Video Redaction (.5 Civilian)**

Anticipated Equipment, Capital Improvement, and Technology Needs

Equipment Needs:

- M&P/Glock 9mm to all officers (department owned, 10 left to transfer over from personally owned)
- Transport Van replaced.
- Patrol Vehicle replacement (6 aged out).
- 4 - E-bikes for Burke Gilman Trail / Town Center Patrol
- Ballistic vest replacement plan
 - 2024 (4) replacements (3) new hire or turnover (50% grant paid DOJ)
- K9 Program Reinstated – Initial costs covered by Northsound Police Foundation.

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
- Electrical Vehicle Charging Stations for future vehicles.



Police Technology Improvements:

- UAV Program for Traffic, Emergency Management, Search and Rescue, Patrol.
- LPR's (License Plate Readers) for investigations resources (Flock)
- Star Chase (Pursuit Intervention)
- WRAP (Suspect detainment system)
- AXON Systems Package (Body Worn Cameras, Evidence.com, Tasers, VR Training)

2023-2024 Approved Budgeted Items

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