



OPERATIONAL PLAN 2025

- 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 14%

Strategies	Target
Saturation / targeted patrols. When applicable. Unmarked car/plain clothes in targeted areas. Officer on OT to Patrol targeted areas. Admin/detective staff in patrol for undercover work.	(3-year avg: 29) Per quarter, assign targeted enforcement with appropriate and available units.
Add crime prevention/new resident information page to website/links to crime prevention videos.	Create and implement
Explore and Use the Flock Camera System and its implementation (when available)	Incidents from Flock

Objective

Reduce Larceny/Thefts by 12%

Strategies	Target
Community communication and education. Business Owners Education on new laws.	3-year avg: 221 Meetings and Forums Quarterly retail meetings to address concerns and trends.
Initiate Daily Patrol Objectives Liquor/Retail theft reduction.	Foot Patrols 2024: 830 Neighborhood Patrols 2024: 1831 1 officer per week, 2-3 days per week
Discuss with property management about funding to pay for LFPD plain clothes officers' overtime during summer and holidays.	During Summer and Holidays
Leaving a marked patrol vehicle in the proximity of the Town Center as deterrent.	Target: 195 Target: 8 (2 per quarter) Target: 1095 (3 per day) Target: 2190 (6 per day) Target: 120 shifts Target: 20 weeks in the year



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

Objective

Reduce All Collisions by 13%

Strategies	Target
Identify Traffic Focus Areas (See City Council Traffic Safety Plan)	(3-year avg: 114) Target: 99 (Below 100 initiative)
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.	2024 requests - 48 Complete all requests.
Develop traffic safety unit that is part of traffic calming group, responds a unit to major collisions, and works as a team for traffic enforcement.	Traffic Sergeant, 2 Traffic Officers and a Traffic Support Officer Target: 4 staff
Conduct Grant Funded distracted driver emphasis patrols and DUI's (TZT)	Roster of TZT Officers for each event period Target: 1 per shift
Conduct Squad based emphasis patrols.	Facebook, Nextdoor, Instagram Target: 12, 1 per month
Distracted Driver Social media messages	Meeting at the beginning of school year with all drivers Target: 12, 1 per month
School Bus Driver Education	 Target: 1 (September)

Objective

Increase Criminal Interdiction Activities

Strategies	Target
Flexible working hours, 5 PM car DUI patrol emphasis – (unmarked) TZT / Distracted / DUI Focused Traffic Enforcement	2024 - DUI Arrests: 11 2024 - Other Arrests: 214 2024 - Traffic Stops: 1876 2024 - Traffic Tickets: 623 2024 - Foot Patrols: 830 2024 – Neighborhood: 1831 Target: 25 Target: 250 Target: 2500 Target: 1000 Target: 1095 (3 per day) Target: 2190 (6 per day)
Pro-Act unit / Detective Unit	Two-man unit, assigned to warrants and other incident follow-up. Target: 3 shifts a 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.	CIT/RADAR/UOF 911 Use / Burglary Education Target: 4 (One per Quarter)
	Coffee with the cops – Q & A – Online or In-Person Target: 4 (One per Quarter)
	Coffee with Traffic Officer - Online or In-Person Target: 4 (One per Quarter)
Participate in the regional mental health "RCR" program. Use of Kirkland Crisis Center	Informational meetings Ride-a-long Roll call briefings. Target: 4 (One per Quarter) Target: 4 (One per Quarter) Target: 12 (One per Month)
Develop several community events with the new K9 "Bella"	
Community Event Participation	Kids Safety Day, Special Olympics, Shop with a Cop, Pink Patch, Chief for a Day Target: 5 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. Target: 2 community member increase
Maintain Active Shooter Response Protocols for City Hall and Targets in City	Civilian Response to Active Shooter Events (Community Training) Target: 2 Sessions
	Facilitate "Stop the Bleed" training program (City Hall Employees) Target: 6 Sessions
Continue to foster a strong relationship with the school district and stakeholders	Random security presence Breakfast / Lunch with kids Cops in classrooms – read to kindergarteners. Attend school staff meetings (involve sergeants) Target: 12 (One per month) Target: 12 (One per month) Target: 12 (One per month) Target: 12 (One per month)



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	
Block Watch Resource meetings	Bi-annual block watch captains	Target: 2
Community safety program	Develop apartment complexes/condo community safety program (mirror block watch program) Hold specific forums for Apts/Condos	Target: 2
National Night Out	Ensure participation in the block watch program. Facilitate National Night Out	Target: 2 complexes Target: 100% Attendance (30+)
Citizen Academy	Facility development of a citizen academy	Target: 1 Per Year (6-8 weeks long)
Independent Investigations Team (IIT)	Training for Community Representatives	Target: 2 Sessions for Group Trainings



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 • Peer Support • ABLE Training 	<p>Published by Feb. 1</p> <p>In-Service training sessions (Simulator) (Live Fire) (Simunitions/De-escalation) (Less/Non-Lethal Tools)</p> <p>CSPA and Additional Health/Wellness Class</p> <p>Build a “menu” of wellness outlets. Build a peer support team. Able Refresher</p> <p>Target: 4 Target: 1 Target: 2 Target: 1 Target: 1 Target: 8 hours minimum per staff Target: 4 Staff Target: 2hr</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>Target: 100% 2 officers</p> <p>Target: 100% Target: 9 officers (all staff required within 3 years) 2 Instructors (Completed in 2021)</p>
<p>Leadership Development</p> <ul style="list-style-type: none"> • Leadership retreat for supervisors 	<p>Quarterly Sgt's Training: 4</p> <p>-Minimum 16 hours of leadership development</p> <p>-CSPA leadership seminar</p>
<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>-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	<ul style="list-style-type: none"> -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.	<ul style="list-style-type: none"> -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	<ul style="list-style-type: none"> -Bring all city staff and Council in compliance by September of 2025 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.	<ul style="list-style-type: none"> Cert Academies Citizen Workshops Monthly Volunteer Meetings RACES/CERT Drills Community Events
Implementation of a joint EOC	Target: 2
Train staff and exercise plans	<ul style="list-style-type: none"> Activation (full or partial) of EOC Exercises (Tabletop or Functional) Trainings/Meetings
NEMCo Council (Other Service Providers)	<ul style="list-style-type: none"> City Employees: Community Members
Stop the Bleed / First Aid Emergency plans and EMPG funding.	<ul style="list-style-type: none"> Target: 4 Target: 1 Target: 1 Target: All Hazards Plan Target: Jan 2027



Outlook for the Future

Anticipated Staffing Levels

- Authorized:
 - 21 commissioned
 - 2 specially commissioned (Support Officer and Traffic Support Officer)
 - 2 civilians (Records)
 - 1 Emergency Manager
 - 1 Domestic Violence Advocate (Part-Time)
- Volunteers – 2 Police Chaplains and Crime Watch
- Crisis Navigators (RCR Agency)
- Future growth
 - Community Service Officer
 - Public Disclosure staff for Video Redaction (.5 Civilian)

Equipment, Capital Improvement, and Technology Needs

Equipment Needs:

- Transport Van replaced.
- Patrol Vehicle replacement plan (6+ aged out).
- Ballistic Vest Replacement Plan
 - 2025 (5) replacements (3) new hire or turnover (50% grant paid DOJ)

Approved Budgeted Items

- Officer Locker Rooms and Storage upgrades (from 23/24) 2025 implementation

Future

Police Technology Improvements Needed:

- Flock System LPR's (License Plate Readers) for investigations resources
- 4 - E-bikes for Burke Gilman Trail / Town Center Patrol

Capital Improvement Needs:

- Security fencing for patrol vehicles to improve safety of police department parking and access
- Carport for patrol vehicles, improved lighting
- Electrical Vehicle Charging Stations for future vehicles.
- Venting system in the kitchenette area
- Venting system in the DUI processing area