



OPERATIONAL PLAN 2021



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 Tracking Charts/Boards/Stats</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>Create “See Something Say Something” 911 kitchen magnet.</p> <p>Create crime prevention/new resident information sheet.</p> <p>Use of open-source tools for Law Enforcement.</p>	<p>(3-year avg: 39) Target: 35</p> <p>Per quarter, assign targeted enforcement with appropriate and available units.</p> <p>Print and distribute to community.</p> <p>Distribute to community and businesses (including new resident packets)</p> <p>First Two and other sources</p>

Objective

Reduce Larceny/Thefts by 5%

Strategies	Target
<p>Community communication and education. • Meetings, Forums</p> <p>Initiate Daily Patrol Objectives</p> <p>Copper/Catalytic Converter Thefts.</p> <p>Liquor/Retail theft reduction</p> <p>Meeting/forums with business owners</p> <p>Decrease package thefts - Nov/Dec Dummy package with GPS locator</p>	<p>(3-year avg: 195) Target: 185 Hybrid model for meetings</p> <p>Foot Patrols 2020: 777 Target: 1400 Target: 2 per shift</p> <p>Undercover operations of leads from detectives.</p> <p>Business/foot patrols, presence by uniformed police Target: 1 per shift (2) with trends Target: 2 per year</p> <p>Targeted package thefts surveillance operations. 2-3 in Nov-Dec.</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: 123) Target: 116
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. Create a group in MS Teams that identifies the Traffic Calming issues that traffic/patrol can address.
Conduct Grant Funded distracted driver emphasis patrols.	Target: 4 Utilize reader board signs during commute hours.
Conduct Squad based emphasis patrols.	Target: 1 per squad per quarter
Distracted Driver Social media messages	Target: 12, 1 per month
Partner schools on “Be Safe Be Seen.”	Distribute flyers and lights at schools.
Burke-Gilman Trail safety education and enforcement	Partner with city staff and conduct summer safety campaign.
Pedestrian Cross Walk Enforcement	Target: 1 per quarter on a squad
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 <ul style="list-style-type: none"> • Use of Tech (Drop Cams, GPS, Bait Packages) • Flexible working hours, Use of unmarked vehicles • DUI patrol emphasis – DUI car (unmarked) 	<table border="0"> <tr> <td>Narcotics Arrests</td> <td>2020: 45</td> <td>Target: 50</td> </tr> <tr> <td>DUI Arrests</td> <td>2020: 22</td> <td>Target: 35</td> </tr> <tr> <td>Other Arrests</td> <td>2020: 258</td> <td>Target: 275</td> </tr> <tr> <td>Traffic Stops</td> <td>2020: 2147</td> <td>Target: 4000</td> </tr> <tr> <td>Traffic Tickets</td> <td>2020: 1152</td> <td>Target: 2000</td> </tr> <tr> <td>Neighborhood Patrols</td> <td>2020: 1334</td> <td>Target: 2000</td> </tr> </table>	Narcotics Arrests	2020: 45	Target: 50	DUI Arrests	2020: 22	Target: 35	Other Arrests	2020: 258	Target: 275	Traffic Stops	2020: 2147	Target: 4000	Traffic Tickets	2020: 1152	Target: 2000	Neighborhood Patrols	2020: 1334	Target: 2000
Narcotics Arrests	2020: 45	Target: 50																	
DUI Arrests	2020: 22	Target: 35																	
Other Arrests	2020: 258	Target: 275																	
Traffic Stops	2020: 2147	Target: 4000																	
Traffic Tickets	2020: 1152	Target: 2000																	
Neighborhood Patrols	2020: 1334	Target: 2000																	
ARIDE Trained Officers (2 left to be trained)																			
TZT / Distracted / DUI																			
Continued implementation of Traffic Safety Plan																			
Saturate Town Center with squad foot patrols – Nov/Dec	Mall Bike/Foot Patrols Target: 1 per month																		
Burke-Gilman Trail safety education and enforcement	Partner with city staff and conduct summer safety campaign Target: 1 per quarter																		



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 Social Media Outreach 	Community Forum: 1
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 “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: 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 Training (CRASE) and participate in regional training/drills.	Community Training 2 Sessions
Facilitate the “Stop the Bleed” training program	City Hall employees 3

Objective

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

Strategies	Target
Enhanced lockdown/lockout drills	Response Drills Target: 4
Random security presence	Foot Patrols Target: 2 per shift
Breakfast / Lunch with kids	Target: 3
Cops in classrooms – read to kindergarteners.	Target: 3
Attend school staff meetings (involve sergeants)	Target: 2
Add additional schools not reached in the past. (Pepitas Bilingual Preschool)	



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

Objective

Public Communication

Strategies	Target
<p>Enhanced social media presence, expanding use to supervisor staff. Use of Videos for messaging</p> <p>Tip of the week rotation and the “9PM routine” programs during the summertime. Continue social media postings including CanUIDme</p>	<p>Maintain and Enhance: Facebook, Twitter, Nextdoor, Instagram, YouTube and Website</p> <p>Target: Weekly/Daily</p>

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. Force on Force / De-Escalation 3. Defensive tactics (ASP, OC, Taser) 4. EVOC (High Speed) 5. First Aid 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 • PTSD/I awareness • Below 100 • Blue Courage • Peer Support 	<p>Published by Feb. 1</p> <p>4 In-Service training sessions</p> <ul style="list-style-type: none"> 1 training session (Simulator – Month) 2 training sessions (Live Fire) 1 training session (Simunitions/De-escalation) <p>CSPA and Additional Health/Wellness Class hours (minimum 16 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
<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>Blue Courage (Health and Wellness)</p> <p>Leadership Development</p> <ul style="list-style-type: none"> • Leadership retreat for supervisors <p>Active Bystandership for Law Enforcement (ABLE) Project</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>Target: 100% 4 officers (4 left in PD)</p> <p>Target: 100%</p> <p>Target: 7 officers (all staff required within 3 years) 2 Instructors (Train the trainer for CSPA)</p> <p>Target: 4 officers (6 left in PD)</p> <p>Quarterly Sgt’s Training: 4</p> <ul style="list-style-type: none"> -Minimum 16 hours of leadership development -CSPA leadership seminar <p>-Both Lieutenants teaching the course to staff</p> <ul style="list-style-type: none"> -Officers -Supervisor Basic -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 Maintain and enhance the LFP community partners emergency notification plan. ICS Compliance with city staff Active Shooter Drill	Target: Quarterly Utilize Code Red and the LFP Newsflash system Train on Mapping/GIS Alerts Target: All City Staff and Council in Compliance (On-Going) Full scale drill with NEMCo Support Operations EOC

Objective

Northshore Emergency Management Coalition (NEMCo) Oversight and Management

Strategies	Target								
Facilitate emergency volunteer programs and training.	<table style="width: 100%; border: none;"> <tr><td>Cert Academies</td><td style="text-align: right;">2</td></tr> <tr><td>Citizen Workshops</td><td style="text-align: right;">2</td></tr> <tr><td>Monthly Volunteer Meetings</td><td style="text-align: right;">12</td></tr> <tr><td>Community Events</td><td style="text-align: right;">4</td></tr> </table>	Cert Academies	2	Citizen Workshops	2	Monthly Volunteer Meetings	12	Community Events	4
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	<table style="width: 100%; border: none;"> <tr><td>Trainings</td><td style="text-align: right;">2</td></tr> <tr><td>Exercises (Functional)</td><td style="text-align: right;">1</td></tr> </table>	Trainings	2	Exercises (Functional)	1				
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								
CEMP Plan Updated (5 Year Plan)	Target: Update for 2021								



Outlook for the Future

Anticipated Staffing Levels

- Authorized 20 commissioned, 1 limited commission, 2 civilians, 1 emergency manger. In 2021, there will be **5 commissioned officers and 1 civilian eligible to retire.**
- **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.
- Ballistic vest replacement plan
 - 2021 (5) replacements (2) new hire or turnover
- Traffic Motorcycle and Equipment for a second traffic officer position

Capital Improvements:

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

Technology Improvements:

- Property Room Technology Advancements
 - Scanners, Printers, Automation
- UAV Program for Traffic, Emergency Management, Search and Rescue