

LYNNWOOD POLICE DEPARTMENT



STRATEGIC PLAN 2019-2023



Lynnwood Police Department
19321 44th Avenue West
Lynnwood, WA 98036

TABLE OF CONTENTS

BACKGROUND

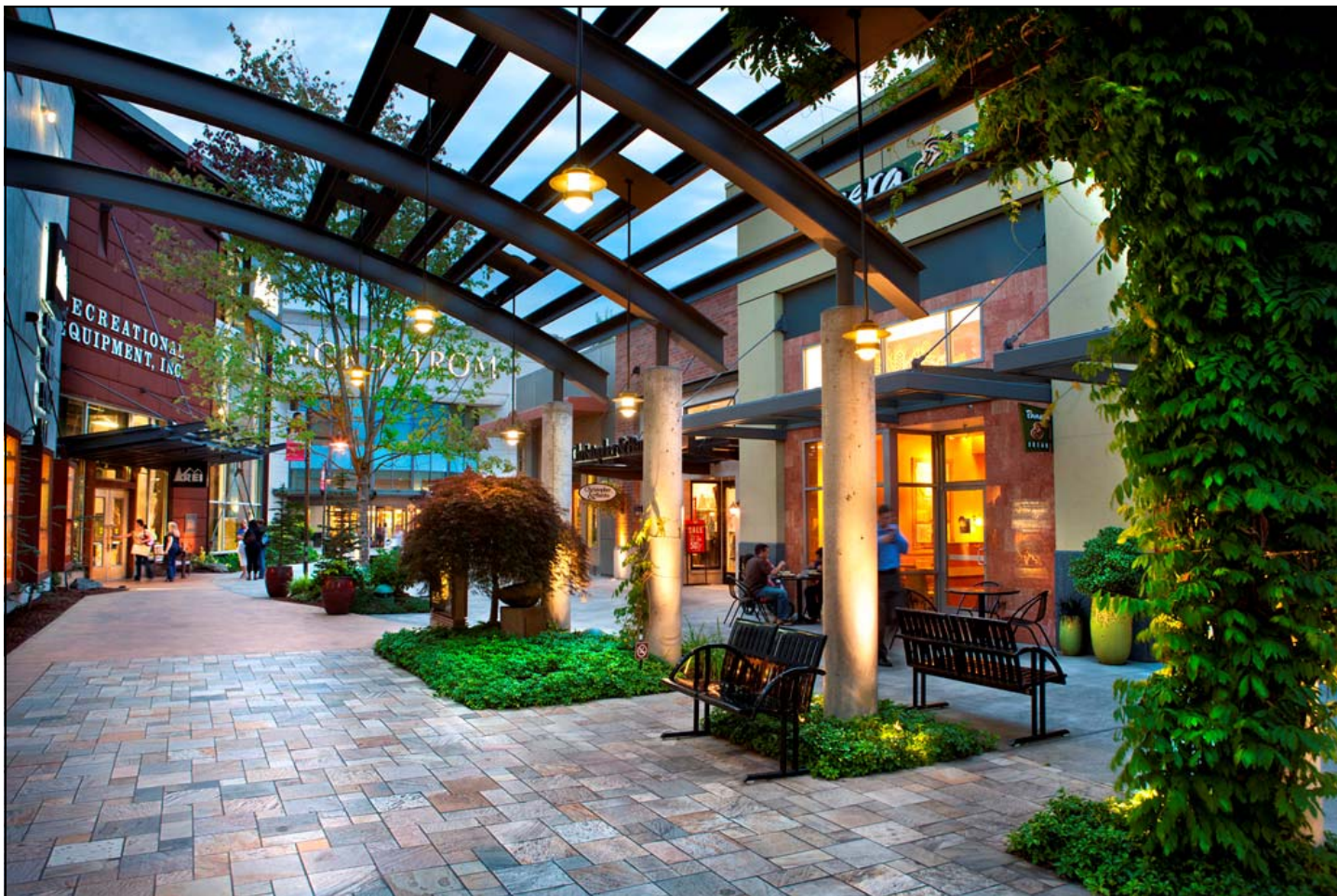
ABOUT LYNNWOOD	3
MISSION, VISION AND VALUES	4
CHIEF'S MESSAGE	5
ORGANIZATION CHART	6
PLAN DEVELOPMENT	7-8

SUB-COMMITTEE PROCESS

COMMITTEE MEMBERS	9
COMMITTEE INPUTS	10
GOAL DEVELOPMENT	11
STRATEGIC GOALS IDENTIFIED	12

GOALS/OBJECTIVES/STRATEGIES

GOAL 1	13-14
GOAL 2	15
GOAL 3	16-17
GOAL 4	18
GOAL 5	19



About Lynnwood, Washington

Founded in 1959, the City of Lynnwood is a diverse community located in the heart of south Snohomish County. Lynnwood is the ideal gateway to virtually everything the North Puget Sound has to offer. Nestled between the Olympic Mountains to the west and the Cascade Mountains to the east, Lynnwood is conveniently located, just 16 miles north of Seattle where Interstate 5 and 405 merge.

To learn more about why Lynnwood is the City where you can get *A great deal more!*

visit:

<http://www.lynnwoodwa.gov>

Type of Government:

Council—Mayor

Year Incorporated:

1959

Population:

38,092

Snohomish County:

801,633

Washington State:

7.38 Million

Our Mission

The Mission of the Lynnwood Police Department is to provide proactive, competent, and effective public safety services to all persons, with the highest regard for human dignity through efficient and professional law enforcement and crime prevention practices.

Our Vision

Our vision is to be recognized by our community as a major factor in determining and ensuring the quality of life in Lynnwood. We desire to be viewed as a leader in the law enforcement community; an organization that is committed to innovation and positive change in our endeavor to continually improve the quality of our service.

Our Values

Professionalism

Committed to professional development while providing ethical, proficient, and respectful service.

Vigilance

Keeping the community safe through proactive and tenacious pursuit of violators of the law.

Community

Cultivating positive interactions by fostering trust; and partnering with citizens to create a high quality of life.

A Message from the Chief

I am proud to present the Lynnwood Police Department's 5-year Strategic Plan. This plan, covering 2019 through 2023, will guide us through a time of anticipated significant change in our City.

In line with our *Mission, Vision* and *Values*, our organization engaged in an employee-driven approach in the development of this guiding document. This is evident in the make-up of the five sub-committees and the methodology used throughout this process.

Through this deliberative process, the Strategic Plan has identified five specific goals to help guide and focus our agency throughout the next five years. These goals are: 1) Ensure a High Quality of Life for Our Community, 2) Embrace and Integrate Technology Throughout the Agency to Include Increased Utilization of Intelligence Led Policing Inputs, 3) Enhance Organizational Culture, 4) Strengthen Communications, and 5) Explore Programs to Reduce Recidivism.

The Lynnwood Police Department is a Washington State Accredited Public Safety Agency and we take pride in that recognition. Our employees understand that this recognition is reflective of their commitment to be an agency that strives to engage in the very best public safety practices in our profession.

As we progress into the next five years, we will continuously evaluate our performance and realign our actions as necessary to ensure we are meeting our own expectations as well as the expectations of our community. I am confident that this 2019-2023 Strategic Plan will be a positive contribution in that important effort.



Tom Davis | Chief of Police
Lynnwood Police Department

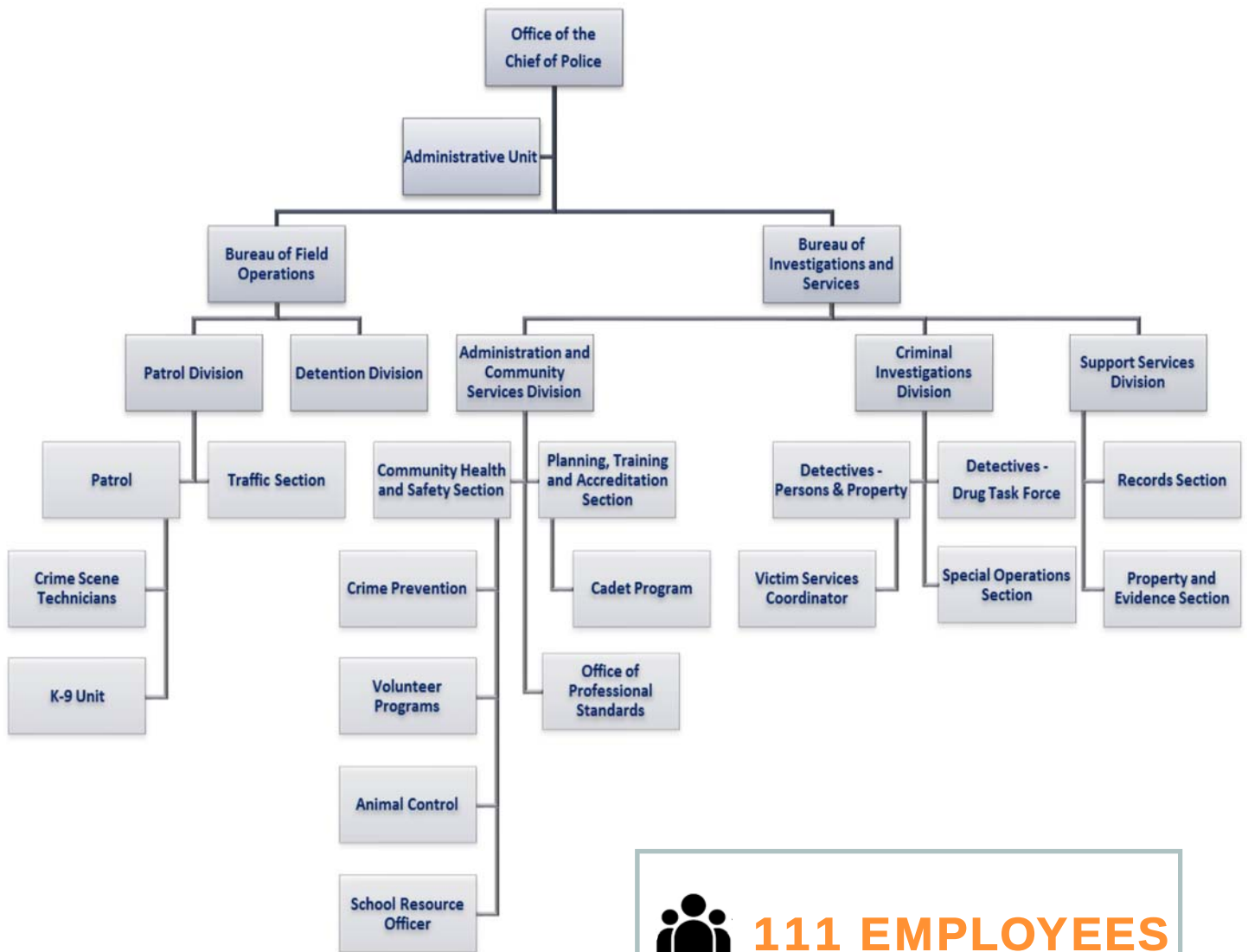
A handwritten signature in black ink that reads "Thomas Davis Jr.".

Tom Davis, Chief of Police

PROFESSIONALISM - VIGILANCE - COMMUNITY

LYNNWOOD POLICE DEPARTMENT

ORGANIZATIONAL CHART



111 EMPLOYEES



COMMISSIONED: 71

NON-COMMISSIONED: 38

RESERVE OFFICERS: 2

Background

This strategic planning process was a new endeavor for your police department. Past plans were made in a business plan format which was updated periodically by the command staff without significant input from other internal or external sources.

In the past few years your department has gone through significant developments, which provided an excellent opportunity to revisit the mechanism of our planning process and to determine what we hoped to accomplish through the creation of a new plan.



Background

Recent significant changes:

- The completion of an external comprehensive police department study, which was initiated in 2015, by the Matrix Group. This study was completed and delivered to the Mayor and City Council in mid – 2017.
- The retirement of the police chief, who had been serving for 21 years.
- The hiring of a new police chief in 2016.
- The conversion to a completely new records management system, which coincided with the change from UCR (Uniform Crime Reporting) to NIBRS (National Incident Based Reporting System) crime data metrics.



Contemporaneous with the initiation of the Matrix study, an internally led process for revisiting our mission and values was undertaken. Commander

Wes Deppa led a group representing a wide cross-section of the department through this process. The result was a slightly modified mission statement and the creation of new values.

These changes have all taken place and the department has had time to stabilize under a new leader, Chief Tom Davis, with a new direction. The next natural step in moving the department forward is the development of this strategic plan.

PLAN DEVELOPMENT PROCESS

The development of the plan was initiated in April 2018. The format for the plan and selection of how



the committees would be formed, was determined in a series of command level meetings.

It was determined that there would be five subcommittees who would gather information and provide input to the main strategic planning committee. All of these committees would be comprised of a diverse cross section of the department and each would be tasked with gathering information from internal and external sources.



STRATEGIC PLAN CORE COMMITTEE

Committee Members:

- Deputy Chief Jim Nelson (Chair)
- Sergeant Chris Breault
- Clerk Anna Ananko
- Detective Bill Koonce
- CHHS Officer Denis Molloy
- SOS Officer Zach Olesen
- Custody Officer Sara Varela
- Each Sub-committee chair (5)

Sub-Committees

⇒ DATA, TRENDS AND FORECAST



Committee Members:

- Commander Chuck Steichen (Chair)
- Records Manager Jerome Riener
- Sergeant Frank Axtman
- Senior Police Management Analyst Connie Galer
- Custody Officer Matt Keller
- Traffic Officer Stephen Showalter

⇒ QUALITY OF LIFE ISSUES

Committee Members:

- Sergeant Coleman Langdon (Chair)
- Sergeant David Harris
- Officer Ron Moore
- Social Worker Ashley Dawson
- Crime Prevention Specialist Nic Li
- Traffic Officer Ryan McQuoid

⇒ CRIME RESPONSE/ ENFORCEMENT

Committee Members:

- Commander Rodney Cohnheim (Chair)
- Custody Sergeant Sam Escudero
- Sergeant Patrick Fagan
- Custody Sergeant Tim Fasnacht
- Sergeant Jason Valentine
- Detective Jackie Arnett
- Officer George Bucholtz
- Officer Brady Galloway
- Clerk Laura Winston

⇒ COMMUNITY OUTREACH / ENGAGEMENT

Committee Members:

- Commander Wes Deppa (Chair)
- Clerk Vicki Gears
- Detective Frazer Kennedy
- Communications Manager Julie Moore
- Administrative Assistant Donna Teachworth
- Officer Charles Thayer
- Police Chief's Advisory Committee Member Wally Webster

⇒ EMPLOYEE WELLNESS/ RETENTION/HIRING/CULTURE

Committee Members:

- Commander Sean Doty (Chair)
- Sergeant Curtis Zatylny
- Officer Michael Beckstead
- Custody Officer Lance Lindgren
- Chaplain Dale Schlack
- Clerk Holli Ware
- Crime Prevention Specialist Lisa Wellington



Sub-Committee Process

SUB-COMMITTEE INPUTS



Once the committees were formed, an initial meeting with all of the committee chairs was held to identify committee objectives and to ensure that each subcommittee understood that their work needed to align with:

- Council Visioning Statements
- City Vision
- City Strategic Goals and Objectives
- Lynnwood Police Department Mission, Vision and Values

Committee members were also asked to think outside of their own committee input, by gathering input from internal and external sources as appropriate. Basic concepts such as SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis were discussed as ways to frame the examination.

The sub-committees initiated their work in mid-July 2018 with a deadline of October 15, 2018 for presentations. Each committee used a variety of inputs in their analysis. These included:

- Survey information
 - ◊ Internal surveys 2016—Matrix Study
 - ◊ Internal survey 2018—Strategic plan
 - ◊ External survey 2018—Community Health and Safety Section
 - ◊ Jail Inmate Survey 2018—Strategic Plan
- Presidents Task Force on 21st Century Policing Recommendations

- Lynnwood Police Department and Detention Services Study (Matrix Consulting Group 2017)
- Interviews with Key City Staff
 - ◊ Finance projections — Director Springer
 - ◊ Infrastructure Growth Projections— Director Kleitsch
- City Demographic Data and Trends
 - ◊ Population trends
 - ◊ Race/Gender demographics
 - ◊ Socio-economic indicators
- LPD Crime and Activity Data
 - ◊ Calls for service
 - ◊ Case Reports
 - ◊ Arrests
 - ◊ Bookings
 - ◊ Traffic Safety and Enforcement Data
 - ◊ Department Comparative Crime Data
 - ◊ Regional Comparative Data

On November 1, 2018 each subcommittee presented their work to the core strategic planning committee during a full day offsite retreat.

Each presentation included strategic goals and objectives for consideration. This retreat offered an excellent forum for significant discussion about the information presented and the establishment of goals.

Goal Development

After the full day retreat, the core committee was asked to consider each presentation and the proposed goals in order to engage in a future goals discussion.

On November 26, 2018 a half-day retreat took place to further develop the goals and objectives. This process included input from the entire strategic planning committee, who were able to come to consensus on five strategic goals. The committee also discussed objectives to further the achievement of the proposed goals.

The following pages will outline the department's strategic goals and objectives, define timeframes for these examinations and assign responsibility to specific staff members for this work.



Strategic Plan Goals

Through the aforementioned strategic planning retreats, the following goals were developed by the strategic planning committee to help guide and provide focus for the department throughout the next five years:



Goal 1: Ensure a High Quality of Life for Our Community



Goal 2: Embrace and Integrate Technology Throughout the Agency to Include Increased Utilization of Intelligence Led Policing Inputs.



Goal 3: Enhance Organizational Culture



Goal 4: Strengthen Communication



Goal 5: Explore Programs to Reduce Recidivism

The following pages outline the objectives and strategies that the strategic planning group identified as mechanisms to accomplish each goal. The strategies include the assignment of responsibility to particular department members for managing the process and for monitoring progress. It is the responsibility of the assigned manager to ensure that the work on each strategy progresses and to seek any necessary extension if the work can not be completed in the identified timeframe.



Strategic Plan Goal 1: Ensure a High Quality of Life for Our Community



Strategic Goal 1 Objectives and Strategies



1.1	Objective 1: Create Safe Transit Environment	Assign To	Timeline
1.1.1	Collect, evaluate and utilize collision data to conduct quarterly traffic emphasis incorporating Traffic and Patrol. Utilize traditional media and social media for information and education on these emphasis efforts.	Traffic Sergeant	1 Year
1.1.2	Create additional educational opportunities for traffic safety demonstrations (such as bike safety, pedestrian safety, construction area safety).	Traffic Sergeant	1 Year
1.1.3	Host annual education at local high school related to impaired driving and distracted driving.	SRO	1 Year
1.1.4	Use data and Bureau of Field Operations feedback to host semi-annual meeting with traffic engineers to develop strategies for improved traffic safety through engineering.	Patrol Commander	1 year
1.1.5	Utilize data to develop monthly directed and non-directed traffic enforcement areas for officers.	Traffic Sergeant	1 year
1.2	Objective 2: Increase Responsiveness to Community Needs and Expectations	Assign To	Timeline
1.2.1	Continue use of community surveys to determine, strategize and address the community's feeling of safety.	CHSS Sergeant	1 Year
1.2.2	Use data metrics and internal communication to identify problem locations or hotspots to allow a multi-disciplinary approach to develop solutions	Patrol /Admin/ CID Cmdr's/ Records Manager	Ongoing
1.2.3	Use social media/networking to solicit citizen information regarding quality of life issues and develop two-way feedback loop to ensure that there is follow up.	Communications Manager (if filled)	2 Year
1.3	Objective 3: Foster meaningful Relationships and Build Trust Through Active Community Engagement	Assign To	Timeline
1.3.1	Create and Maintain formal (programmatic) community networks such as Cops and Clergy, Police Chief's Community Advisory Committee, Volunteer programs.	Admin. Commander	2 Year
1.3.2	Actively explore and create community partnerships with local medical/ mental health resources, community groups, non-governmental organizations (NGO's) and government organizations.	Support Services Deputy Chief	5 Year
1.3.3	Enhance, participate, host and/or lead community events such as Police Camp, Coffee with a Cop, Citizen's Academy, Fair on 44 th .	CHSS Sergeant	5 Year

Strategic Plan Goal 1: Ensure a High Quality of Life for Our Community



Strategic Goal 1 Objectives and Strategies



1.4	Objective 4: Enhance Major Incident Response and Preparedness	Assign To	Timeline
1.4.1	Continue to develop City's Emergency Operations Center (EOC) capabilities through continued education, drills and equipment.	EOC Manager	3 Year
1.4.2	Create, maintain and train community emergency response team (CERT) program. Incorporate CERT with EOC drill and faith-based community training.	CHSS Sergeant	2 Year
1.4.3	Enhance supervisor and line officer skills, abilities and equipment for major incident response to include active shooter and natural disaster drills.	Training Sergeant	5 year

1.5	Objective 5: Effectively contribute to the overall community effort of developing a response to the homelessness and opioid epidemic	Assign To	Timeline
1.5.1	Continue to develop assertive engagement strategies with our community members struggling with homelessness, substance use disorder utilizing intentional non-crisis interactions to develop long term solutions.	Admin. Commander	2 Year
1.5.2	Establish more effective, accurate and actionable data related to homelessness and substance abuse disorder in our community. Use data to assist with informing policy for the City.	CHSS Sergeant	1 Year
1.5.3	Develop and utilize community and inter-departmental partnerships to enhance the Department's response to homelessness and substance abuse disorder through further development of the Compassions with Boundaries approach.	Admin. Commander	5 Year



Strategic Plan Goal 2: Embrace & Integrate Technology Throughout the Agency to Include Increased Utilization of Intelligence Led Policing Inputs.



Strategic Goal 2 Objectives and Strategies



2.1	Objective 1: Update, Standardize and Simplify Current Forms by Discipline	Assign To	Timeline
2.1.1	Form small committees for each workgroup to go through all existing shared drives to standardize all forms, purge all other forms and reorganize remaining forms.	Commanders by assignment	2 Year
2.1.2	After completion of 2.1.1—Have all other historical drives purged with any necessary archiving of past info, such as photographs or items that need retention per open records act, with dates for destruction.	Records Manager	5 Year (initiated after 2.1.1)
2.1.3	After completion of 2.1.1—Have all past forms removed from employee personal drives and have one repository with tracked revision dates for all forms.	Records Manager	5 Year (initiated after 2.1.1)
2.2	Objective 2: Develop Real Time Crime Information and Effective Dissemination Processes	Assign To	Timeline
2.2.1	Utilize New World Analytics along with mapping or GIS data to develop tools for analyzing crime by date, time, type and location	Records Manager	2 Year
2.2.2	Form small committee to determine effective display of real time crime data in patrol squad room. Present cost proposal when completed.	Patrol Commander	1 Year
2.2.3	Develop internet portal for supervisors and management to quickly access real time crime data with the goal of developing strategies to reduce crime.	Records Manager	1 Year
2.2.4	Integrate real time crime data into effective external communication mechanisms for our community. To include, crime mapping availability via website available to the public.	Communication Manager (if filled)	2 year
2.3	Objective 3: Utilize Digital Analytics to Improve Intelligence Led Policing Inputs for Effective Management	Assign To	Timeline
2.3.1	Analyze resource levels and deployment based upon workload analysis and adjust deployment as appropriate. Utilize this data to provide input on staffing requests through the budgeting process.	Deputy Chief of Operations	2 Year
2.3.2	Use analytics to inform targeted enforcement operations	CID Commander	1 Year
2.3.3	Incorporate digital analytics into monthly reports on activity and response. Provide supervisors these analytics to assist in their monitoring of work and staffing requests as appropriate.	Deputy Chiefs	2 Year
2.3.4	Utilize analytics to develop, manage and track performance measures with a focus on the budgeting for outcomes process and the relation of those measures with crime rate and enforcement effort impact.	Deputy Chiefs	3 Year

Strategic Plan Goal 3: Enhance Organizational Culture



Strategic Goal 3 Objectives and Strategies



3.1	Objective 1: Develop a robust recruiting effort to compete in the marketplace to ensure we are attracting the most qualified and engaged candidates from a diverse group of applicants.	Assign To	Timeline
3.1.1	Analyze and improve our marketing strategies to ensure our recruiting message is resonating with today's applicants.	Communications Manager (if filled)	2 Year
3.1.2	Examine our hiring standards and practices to ensure that there are no unintended barriers to hiring for all members of our diverse community.	Admin. Commander	2 Year
3.1.3	Develop our relationships with our local colleges to explore engagement opportunities and/or internship programs.	Admin. Commander	1 Year
3.1.4	Host training events and enhance the reach of LPD trainers to represent the department with potential lateral applicants.	Training Sergeant	4 year
3.2	Objective 2: Analyze and Improve Employee Retention	Assign To	Timeline
3.2.1	Develop retention plan to include professional and career development goals to inform training, work rotations and job satisfaction with a focus on generational expectations.	Support Services Deputy Chief	3 Year
3.2.2	Examine a formal mentorship program in the organization and present recommendation to command.	Training Sergeant	2 Year
3.2.3	Seek improvement of Performance Evaluation instrument to make it more relevant to development and performance.	Patrol Commander	3 Year
3.3	Objective 3: Enhance Holistic Approach to Employee Wellness	Assign To	Timeline
3.3.1	Incorporate a workout facility that can effectively accommodate over 100 employees as part of the new facility design.	Support Services Deputy Chief	4 Year
3.3.2	Examine and re-vamp Peer Support Program and ensure it is available to all staff.	Supervisor assigned to Peer Support	2 Year
3.3.3	Develop a formal employee wellness program that incorporates mindfulness and employee health with a focus on the specific challenges in law enforcement.	Admin. Commander	5 Year

Strategic Plan Goal 3: Enhance Organizational Culture



Strategic Goal 3 Objectives and Strategies



3.4	Objective 4: Enhance, Monitor and Develop Effective Systems to Improve Organizational Environment	Assign To	Timeline
3.4.1	Enhance organizational communication on internal news such as commendations, jobs well done, accomplishments.	Admin. Assistant	2 Year
3.4.2	Conduct employee surveys on an annual basis focused on employees' sense of workplace satisfaction.	Support Services Deputy Chief	2 Year
3.4.3	Examine opportunities to find family-friendly events that are not linked to formal events.	Admin. Assistant	2 Year
3.4.4	Assess and continually seek to enhance a culture of respect and understanding for all our employees paying particular attention to our intentional effort to ensure we are honoring equity and inclusion for all.	Admin. Commander	1 year



Strategic Plan Goal 4: Strengthen Communication



Strategic Goal 4 Objectives and Strategies



4.1	Objective 1: Develop strategies to enhance two-way communication with our community	Assign To	Timeline
4.1.1	Gather information about what sources our community uses to both receive and to provide information to our department.	Communications Manager (if filled)	2 Year
4.1.2	Gather information from our community about what type of information they would like to receive from us.	Communications Manager (if filled)	2 Year
4.1.3	Use information from 4.1.1 and 4.1.2 to develop a communication plan aimed at enhancing external communication with our community.	Communications Manager (if filled)	2 Year
4.2	Objective 2: Improve Analysis of Communication Based Upon Community Need	Assign To	Timeline
4.2.1	Utilize data analytics to frame specific messages based upon crime data – such as burglary prevention when there is an increase in burglaries.	Investigations Commander	2 Year
4.2.2	Utilize data analytics for targeted communication with specific groups based upon crime data – such as certain groups being targeted for crime.	Communications Manager (if filled)	3 Year
4.2.3	Use data analytics to inform messages for community events conducted by the City.	Communications Manager (if filled)	4 Year
4.3	Objective 3: Enhance Inter and Intra Department Communication	Assign To	Timeline
4.3.1	Develop effective, modernized internal communication mechanisms that are sustainable and provide value to staff.	Communications Manager (if filled)	3 Year
4.3.2	Develop sustainable communication mechanisms with other City departments to provide information about what the department is doing and also to learn what information may assist them in their functions.	Communications Manager (if filled)	4 Year
4.3.3	Develop effective top-down communication within the department to provide context to management actions, decisions and initiatives.	Support Services Deputy Chief	2 Year

Strategic Plan Goal 5: Explore Programs to Reduce Recidivism



Strategic Goal 5 Objectives and Strategies



5.1	Objective 1: Explore development of jail programming aimed at addressing the underlying causes of criminal activity	Assign To	Timeline
5.1.1	Develop baseline study and use comparative studies to determine most prevalent causes of criminal behavior at the misdemeanor level.	Detention Commander	1 Year
5.1.2	Develop programmatic options aimed at a new facility and community partnerships for substance abuse treatment with linkage to out of custody care.	Detention Commander	2 Year
5.1.3	Develop programmatic options aimed at a new facility and community partnerships for mental health treatment with linkage to out of custody care.	Detention Commander	3 Year
5.1.4	Develop programmatic options aimed at new facility and community partnerships for life skills training with linkage to out of custody resources.	Detention Commander	3 Year
5.2	Objective 2: Partner with the Court to Investigate and Develop Alternatives to Traditional Court Processes	Assign To	Timeline
5.2.1	Study leading causes for justice involved individuals violating the conditions of release.	Operations Deputy Chief	2 Year
5.2.2	Use data from 5.2.1 to determine if resource allocation, such as free HIV testing at the department, or free assessments may reduce returns to court for these violations and reduce new crimes.	Operations Deputy Chief	4 Year
5.2.3	Work with Court on rehabilitative court concepts such as mental health or drug court.	Operations Deputy Chief	3 Year
5.2.4	Examine restorative justice options such as community court, youth court – diversion prior to formal charging for certain crimes.	Support Services Deputy Chief	3 Year
5.3	Objective 3: Develop Out of Custody Services Aimed at Reducing Recidivism	Assign To	Timeline
5.3.1	Examine post incarceration follow-up service linkage	CHSS Police Social Worker	3 Year
5.3.2	Examine victim-offender mediation for lower level criminal behavior	Victim Service Coord.	3 Year
5.3.3	Use data to analyze and determine best resources to programmatically partner with an outward facing CHSS Community Center if the new Community Justice Center moves forward.	CHSS Police Social Worker	5 Year



LYNNWOOD
WASHINGTON

POLICE



LYNNWOOD
WASHINGTON
A great deal more