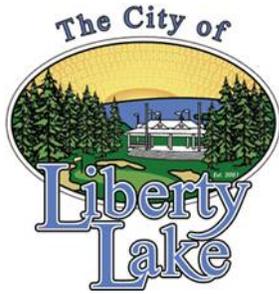


Liberty Lake Police Department Strategic Plan



2018 - 2022

Brian K. Asmus
Chief of Police

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Message from the Chief



On behalf of the members of the City of Liberty Lake Police Department, I am very proud to present our Five-Year Strategic Plan. The plan is the culmination of many hours of hard work and brainstorming sessions conducted by our department's team members. Their mission was to establish a formal plan and process that will enable our agency to stay focused on its priorities and to carry out our basic mission.

A law enforcement agency that stays focused only on day-to-day concerns becomes primarily reactive, which tends to stifle the creativity, innovation, and proactive approaches that are required to be successful. Our progressive, comprehensive planning process will enable us to direct our efforts, resources, and attention to a multitude of issues and concerns without comprising our ability to achieve our mission. Our plan is a "blueprint" that will enable us to effectively and efficiently meet future challenges. The Liberty Lake Police Department's mission, vision, goals, values and objectives are defined and will be implemented, evaluated, and updated on a continual basis as a means to adapt and thrive in our ever-changing environment.

We are all proud to serve this very fine and unique community of Liberty Lake, and we firmly believe our Five-Year Strategic Plan will enable us to achieve an even higher level of quality service to our citizens. However, we cannot do it alone. The Liberty Lake Police Department's vision statement; "Providing a safe environment through community involvement and innovation" is the essence of our philosophy. Together we can make a difference as we collectively move forward into the future.

Executive Summary

The Liberty Lake Police Department Strategic Plan is a roadmap of goals, objectives, and strategies to guide the department over the next five years. The plan is critical as we move our department forward to meet the ever-changing demands the city faces.

This strategic plan is the result of many months of meetings, research and consultations. The end result is a document that is easy to follow, simple in outline and flexible. It follows the City's Comprehensive Plan while specifically outlining the direction the police department will take as we move into the future. It outlines our vision, mission, and core values. All of which are community focused. Sir Robert Peel said it best when he said, "The police are the public and the public are the police".

With continuing growth and development in the City of Liberty Lake, policing issues will continue to become more complex. The demand on our resources will only increase. The need to work smarter and with a plan will only serve to improve the overall efficiency and effectiveness of the Liberty Lake Police Department and strengthen our commitment to our citizens by being responsive to the needs this ever changing environment causes.

There are six main goals identified in the strategic plan. All of which are designed to improve the efficiency and effectiveness of the police department while working within the parameters of budgetary constraints. The areas of focus are, staffing, budgeting, training, technology, marketing, and capital projects. The plan leaves little ambiguity on where the agency intends to go over the next five years.

Taken together, the directions identified in the Strategic Plan continue to demonstrate the commitment that the Liberty Lake Police Department has to it's citizens, employees and City and it's desire to remain the top law enforcement agency in the County.

Vision and Mission Statements

VISION

Providing a safe environment through community involvement and innovation.

MISSION

The mission of the Liberty Lake Police Department is to uphold the law fairly and firmly; to prevent crime; to pursue and bring to justice those who break the law; to keep the peace; and to provide quality police service to the community by promoting a safe environment through police and citizen interaction, with emphasis on fairness, respect, empathy, dignity and professionalism.



Core Values

The Liberty Lake Police Department believes it must preserve and advance the principles of democracy.

The Liberty Lake Police Department places its highest value on the preservation of human life.

The Liberty Lake Police Department believes that the prevention of crime is its first operational priority.

The Liberty Lake Police Department believes it must involve the community in the delivery of its services.

The Liberty Lake Police Department believes it must be accountable to the community it serves.

The Liberty Lake Police Department believes in a total commitment to professionalism in all aspects of operation.

The Liberty Lake Police Department believes in maintaining the highest standards of integrity.

“At the core of an agency is a set of values – an underlying philosophy that defines its reason for existence... The department’s culture reflects these values in its structure and management, and through these values, members learn what actions are important.”

~ Charles R. Swanson – Police Administration: Structures, Processes, and Behaviors

Core Services

The Liberty Lake Police Department provides three primary functions. Each of those services has a subset of associated tasks. The primary services include patrol operations, investigations and administration. Below is a table showing the primary function and an example of the associated tasks. This strategic plan assumes maintaining the current services and tasks listed.

Should the mayor decide to increase or decrease service areas and tasks, the strategic plan would need to be updated to accommodate the requested service changes.

Patrol Operations	Investigations	Administration
Pro Active Patrols	Crime Scene Processing	Planning
Traffic Enforcement	Lead Development	Budget Management
Traffic Accidents	Case Follow Up	Project Management
Calls For Service	Interrogation	Policy and Procedures
Crime Prevention	Case Management	Records
School Programs	Surveillance	Contract Management
Traffic Control	Task Force Participation	Audit
Special Details	Criminal Referrals	Customer Connections
Community Outreach	Community Outreach	Community Outreach
Agency Assists		Social Media
Community Caretaking		Case Reviews
		Local/State/Fed Reporting
		Evidence

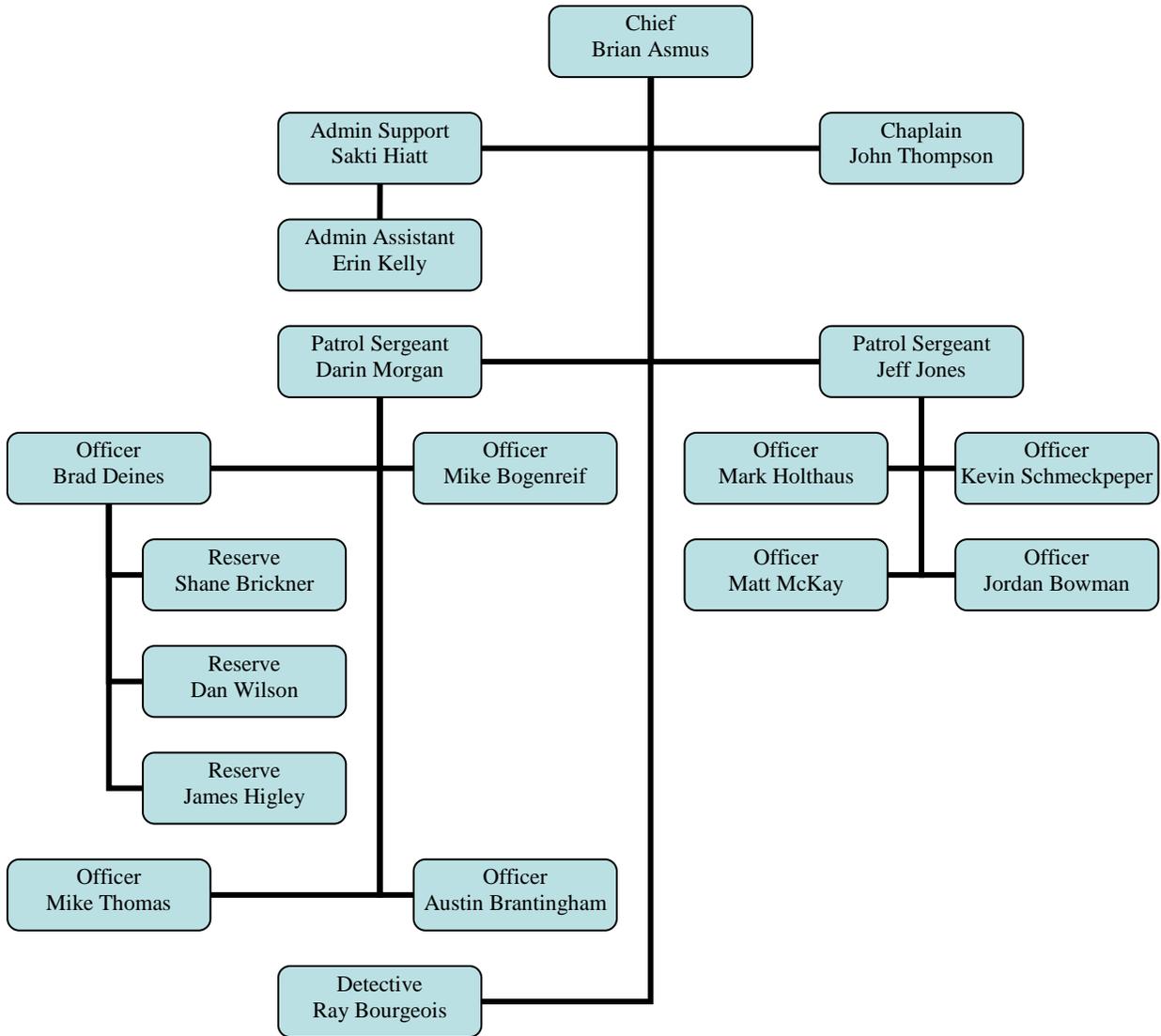
President's Task Force on 21st Century Policing 6 Pillars

The President's Task Force on 21st Century Policing was established to develop best practices for law enforcement agencies to build and increase public trust while promoting effective crime reduction strategies. The task force recommendations are organized around six pillars: Building Trust and Legitimacy, Policy and Oversight, Technology and Social Media, Community Policing and Crime Reduction, Officer Training and Education, and Officer Safety and Wellness. The concept of procedural justice is a central tenet that runs through all pillars for both internal and external interactions. The six pillars established by the President's Task Force encompass all areas a police department must remain focused on to ensure they are at the forefront of policing. LLPD is committed to following this roadmap as well as the suggestions outlined in the recommendations. We have made great strides in all recommended areas and will continue to develop best practices to ensure we remain at the leading edge of policing in the State of Washington.

1. Building Trust and Legitimacy
2. Policy and Oversight
3. Technology and Social Media
4. Community Policing and Crime Reduction
5. Officer Training and Education
6. Officer Safety and Wellness

The Liberty Lake Police Department is committed to investing time and resources to each of the six pillars identified.

Liberty Lake Police Department
Organizational Chart
2018



Strategic Goals 2018-2022

Goal #1 – Staffing:

- Meet the long and short-term staffing needs

Goal #2 – Budgeting:

- Ensure continued financial sustainability

Goal #3 – Training:

- Ensure professional growth and motivation of employees

Goal #4 – Technology:

- Utilize technology to improve efficiency

Goal #5 – Marketing:

- Understand, create, communicate, and deliver services to the community by way of proactive public information

Goal #6 – Capital Projects/Fleet Rotation Plan

- Identify capital projects, and update the vehicle rotation plan.

Organizational Goals and Objectives

Goal #1: Meet the long and short-term staffing needs

Objective: Maintain a consistent per capita ratio of officers while considering calls for service

ANTICIPATED POPULATION AND WORKLOAD TRENDS

Listed below are the projected sustainable population projections as presented by the planning and community development department. The projected populations will be used for planning purposes for the Liberty Lake Police Department.

Year	Sustainable Population Projection
2018	9,893
2019	10,220
2020	10,557
2021	10,905
2022	11,265
2023	11,637

For cities in Washington State, the average number of police officers is 1.7 officers for every 1,000 citizens. (Data compiled from information provided by the Washington Association of Sheriffs and Police Chiefs)

In addition to population trends, we must also look at workload projections to determine appropriate personnel levels. The workload for the Liberty Lake Police Department continues to grow. The number of police cases generated and the number of calls for service continue to increase as the population and development increases. Below is a five year projection of calls for service based on estimated population growth and development.

Year	Calls for Service Projections
2018	6,400
2019	6,720
2020	7,050
2021	7,400
2022	7,770
2023	8,150

Anticipated Personnel Levels

Currently the Liberty Lake Police Department consists of twelve full time commissioned police officers including the Chief of Police. In 2017 the per capita ratio was 1.2 officers per thousand citizens which is below the state average of 1.7 officers per thousand. Below is a table showing the state average of 1.7 officers per thousand based on the projected sustainable population. The adopted Level of Service is 1 officer per 1,000.

This table is for comparison purposes only.

Year	Population	Officers (based on 1.7)
2018	9,893	16
2019	10,220	17
2020	10,557	18
2021	10,905	18.5
2022	11,265	19
2023	11,637	19.75

Based on population and workload trends, below is a five year plan of anticipated personnel levels and organizational assignments.

2018

Chief of Police(1)
 Patrol Sergeant (2)
 Detective(1)
 Patrol Officers(8)
 Reserve Officers(3)
 Records Clerk(1)

12 Full time Officers

(1.21 officers per 1,000)

2019

Chief of Police(1)
 Patrol Sergeant(2)
 Detective(1)
 Patrol Officers(9)
 Reserve Officers(4)
 Records Clerk(2)

13 Full time Officers

(1.27 officers per 1,000)

2020

Chief of Police(1)
 Patrol Sergeant(2)
 Detective(1)
 Patrol Officers(10)
 Reserve Officers(4)
 Records Clerk(2)

14 Full time Officers

(1.32 officers per 1,000)

2021

Chief of Police(1)
 Commander(1)
 Patrol Sergeant(2)
 Detective(1)
 Patrol Officers(9)
 Reserve officers(4)
 Records Clerk(2)

14 Full time Officers

(1.28 offices per 1,000)

2022

Chief of Police(1)
 Commander(1)
 Patrol Sergeant(2)
 Detective(1)
 Patrol Officers(10)
 Reserve Officers(4)
 Records Clerk(2)

15 Full time Officers

(1.33 officers per 1,000)

2023

Chief of Police(1)
 Commander(1)
 Patrol Sergeant(2)
 Detective(1)
 Patrol Officers(10)
 Reserve Officers(4)
 Records Clerk(2)

15 Full time Officers

(1.28 officers per 1,000)

New Officer Positions 2018 – 2022

Year	New Officer	Est. Financial Impact
2018	0	0
2019	1	\$165,000
2020	1	\$165,000
2021	0	0
2022	1	\$170,000

Budget

GOAL #2: Ensure continued financial sustainability

Objective: Review and manage financial trends and explore ways to improve level of service with available resources.

Based on information provided by municipal research, the majority of municipal police agencies operate on approximately 35-45% of their city's general fund revenue in any given year.

The Liberty Lake Police Department is committed to fiscal responsibility and efficiency. We are constantly striving to find ways to save tax payer money and at the same time continue to provide a very high level of service that the community expects.

We will make every effort to keep our operational budget expenditures at or below the above provided average.

In 2018 our estimated expenditures are approximately 34% of the predicted total general fund revenue.

The Liberty Lake Police Department will continue to actively pursue federal, state and local grant opportunities to assist in reducing costs in the areas of equipment, and personnel. The department has been very successful in obtaining various grants at all levels.

A five year public safety expenditure compared to projected general fund revenue is below.

**Public Safety Projected Expenditure and General Fund Revenue
2018-2022**

Year	Projected P.S. Expenditure	Projected G.F. Revenue	% of G.F.
2018	\$2,214,780	\$6,561,938	34%
2019	\$2,591,678	\$6,487,135	39%
2020	\$2,830,346	\$6,607,774	42%
2021	\$2,929,408	\$6,730,999	43%
2022	\$3,017,290	\$7,170,323	42%

*Budget expenditures and revenue projections provided by finance.

Training

GOAL #3: Ensure growth and motivation of employees

Objective: Provide a minimum of 40 hours of training annually and to enhance in service training.

The Liberty Lake Police Department is very fortunate to have several officers that are state certified law enforcement instructors.

The department is committed to making sure that officers maintain their instructor status, and we are looking at expanding the number of areas that officers can provide training for.

Currently we have officers that are instructors in the following areas:

- *Handgun/Rifle/Shotgun
- *Less Lethal Munitions
- *Taser
- *Oleoresin Capsicum
- *EVOC
- *Radar/LIDAR
- *PBT/SFST
- *Drugs that Impair Driving
- *Defensive Tactics



Annually, the patrol sergeants are responsible for putting together a training program for all members of the police department. By planning a year in advance, we will achieve the objective of obtaining the minimum number of training hours as stated above.

The Washington State Training Commission requires that each full time commissioned officer receives a minimum of 24 hours of annual in service training. The Washington State Training Commission completes an annual audit of our training records to ensure that we are meeting the minimum standard. We will continue to train beyond this standard.

Technology

GOAL #4: Utilize technology to improve efficiency and effectiveness.



Objective: To utilize digital surveillance technology in conjunction with our broadband network to achieve a “virtual gated community”.



The Liberty Lake Police Department vision statement is; “Providing a safe environment through community involvement and innovation.”

Our department will continue to research technical advances and apply them to the department’s operations when practical and feasible.

Each year the department plans to add one additional digital surveillance site to the community. Currently, we have digital surveillance at the following locations:

- *Pavillion Park
- *Rocky Hill Park
- *Diamonds Fields
- *Town Square Park
- *Trailhead Golf Course
- *Liberty Lake Police Department



In 2018 we plan on adding an additional digital surveillance system at Liberty Lake Road and Appleway.

At the end of each year, the department, working with the public safety committee will identify the next site to be monitored.

Each of the sites can be monitored from the patrol cars or through the officer’s smart phones.

A list of future locations to be considered by public safety is attached.

Marketing

GOAL #5: Understand, create, communicate, and deliver services to the community by way of proactive public information.

Objective: Offer law enforcement information to the public in five ways.

1. Utilize/Update the Police Department Website on an annual basis.
2. Conduct quarterly crime prevention/community outreach.
3. Prepare and submit news releases/articles to the local media
4. Schedule meetings with civic groups
5. Continue to utilize social media to promote the department and provide timely information.



Capital Projects

Goal #6: Capital Projects/Fleet Rotation Plan

Objective: Identify capital projects and update the vehicle rotation plan.

Vehicle Rotation Plan Updated January 2018

Current Fleet and Mileage (01/01/2018)

Year	Mileage	Make	Model	Assign
2003	144,526	Ford	CVPI	Bujosa
2007	150,154	Ford	CVPI	SCOPE
2008	138,466	Ford	CVPI	Chaplain
2008	101,841	Ford	CVPI	Reserve Officer
2011	50,760	Ford	CVPI	Spare/Training
2012	60,010	Ford	ESCAPE	Asmus
2013	51,500	Ford	PI SEDAN	Morgan
2013	103,472	Ford	PI SEDAN	Reserve Officer
2013	104,207	Ford	PI SEDAN	Bogenreif
2014	85,725	Ford	PI SEDAN	Jones
2014	66,363	Ford	PI SEDAN	Deines
2015	51,564	Ford	PI UTILITY	Brantingham
2015	23,871	Ford	PI UTILITY	Schmeckpeper
2015	50,868	Ford	PI SEDAN	Thomas
2015	53,700	Ford	PI UTILITY	Bourgeois
2016	12,200	Ford	PI UTILITY	Holthaus
2016	11,318	Ford	PI UTILITY	McKay
2017	7,257	Ford	PI UTILITY	Bowman

Included in this document is a spreadsheet summarizing a mid range vehicle rotation plan.

The plan would be to keep the patrol car for a period of five to six years, but this is dependant upon the number of miles, and mechanical condition of the vehicle.

Patrol cars are driven differently than your family car. They are often driven 24 hours a day, they idle for long periods of time, and there are many quick starts and stops.

Most agencies do not surplus a patrol car until it is over 100,000 miles. Once a patrol car reaches 100,000 miles, many times expensive mechanical repairs must be made including transmission and engine problems.

Since we are a small agency, the vehicles that are in our fleet must be reliable. We do not have a fleet of cars that allows us to just go grab another vehicle from the motor pool when a vehicle is broken down. We have implemented a fleet maintenance officer program so that one officer is responsible for keeping track of maintenance and repairs on vehicles and scheduling preventive service.

The vehicle rotation plan allows for the growth of the fleet to adjust for additional police officers that may be hired in the future.

5 Year Vehicle Rotation Plan 2018 – 2022

Year	Qty	Est. Cost	Notes
2018	1	\$55,000	To Morgan/Morgan's to Jones/Jones to Res
2019	2	\$115,000	New Hire/Replace Vehicle 9
2020	2	\$120,000	New Hire/Replace Vehicle 14
2021	1	\$60,000	Replace Vehicle 11
2022	2	\$122,000	New Hire/Replace Vehicle 6

Capital Projects 2018-2022

Year	Project	Est. Cost	Notes
2018	Break Room	\$3,000	Replace cabinets/add range
2018	Front Door Replacement	\$8,000	Replace doors/ADA compliance
2018	Add Surveillance Camera	\$5,000	Lib Lake @ Appleway
2018	Lock Replacement	TBD	Card Reader or Key Fob Access
2019	AXON Camera Expansion	\$25,000	Add dash cams/rear facing cams to vehicles
2019	Add Surveillance Camera	\$8,000	Appleway @ Molter
2020	Resurface Parking Lot	TBD	CFP project #6
2020	Add Surveillance Camera	\$8,000	Location TBD through Public Safety
2021	Replace Carpet	TBD	Replace 15 year old carpet
2021	Interior Paint	TBD	Paint interior of P.D.
2021	Add Surveillance Camera	\$10,000	Location TBD through Public Safety
2022	Replace mobile computers	\$75,000	Replace 6 year old technology
2022	Add Surveillance Camera	\$10,000	Location TBD through Public Safety

Conclusion

The Strategic Plan outlines the Liberty Lake Police Department's service efforts, accomplishments and future challenges. The strategic goals, associated objectives and action items are intended to serve as a guide as we focus on the long-term and short-term needs of both the Department and the community. The Strategic Plan is not only a plan, but also a process that will evolve each year through an annual review, thus allowing us to modify the plan as challenges arise. In the future, there will be continuous updates to the staffing model.

We will strive to remain on the cutting edge of emerging technologies and continue to build upon innovative strategies such as intelligence led and predictive policing.

Providing excellence and professionalism in our service will continue to remain a top priority as we move into the future.

Respectfully,

Chief Brian K. Asmus
Liberty Lake Police Department