A. Policy

In a large and complex organization such as the department, it is essential that directives communicate desired information to concerned employees as accurately as possible.

B. Procedure

1. Directives shall be well-researched, properly drafted, and subjected to staff review for concurrence.
2. A commander may issue a directive as long as it affects his command only and does not conflict with department directives.

C. Rule

Where there is more than one office or division affected, directives shall be issued by the chief of police.

B. Procedure

1. The manual of the Lakewood Police Department is a composite of current policies, procedures, and rules pertaining to the department. For purposes of this manual the following definitions apply:

   Policy: a written directive that is a broad statement of agency principles.

   Procedure: a written directive that is a guideline for carrying out agency activities.

   Rule: a set of specific guidelines to which all employees must adhere.

2. The Department Manual is composed of 9 chapters and an index.

   The chapters are as follows:

   a. Department principles
   b. Department organization
   c. Administration
   d. Operations
   e. Office of the Chief of Police
   f. Each Division – Professional Standards Section
      Patrol Division
      Investigation Division
      Support Services Division

3. Entries in the Department Manual shall be numbered individually under the chapter headings.
Section content shall be in outline format as follows:

A. Policy (A), Procedure (B), and Rule (C). Leave one line between entries; further outline breakdown:

1. 
   a. 
      (1) 
        (a) 
          1) 
            a) 

4. The Department Manual is available to all sworn employees, and reference copies are available in each division. A computerized version is available through the City’s network to all on-line users. A CD-ROM version is available in each patrol vehicle. Sixteen hard-copy versions are available as a backup in each division at the following locations:

   Chief’s Office
   Legal Advisor’s Office
   Administrative Specialist’s Office (4)
   Sector Commander’s Office
   Communications Center
   West Metro Task Force
   Intelligence Team Office
   Records Section
   Animal Control Section
   Investigation Division Persons Section
   Investigation Division Property Section
   Crime Lab
   Property Unit
   Report Writing Area
   Sergeants’ Area

5. CD-ROM and hard copies of the manual will be updated by the Professional Standards Section every six months. The network version is updated by the Professional Standards Section as revisions are approved.

6. Requests for revisions are forwarded through the chain of command to the appropriate division chief.

   a. Upon staff approval, the revision will be forwarded to the Professional Standards Section Secretary for editing and printing.

   b. The Professional Standards Section will distribute a memorandum describing all approved changes at the same time the CD-ROM and hard-copies are updated. Department supervisors are expected to discuss these changes with their personnel. Any significant changes will be addressed by memorandum prior to inclusion in the electronic or hard-copy manual.

C. Rule
1. The Professional Standards Section will be responsible for distributing memos describing changes to the policy manual to all authorized employees.

2. Each employee shall sign for and be responsible for reviewing the memorandum explaining the changes in the manual.

3. The Professional Standards Section will be responsible for tracking and maintaining the list acknowledging employee receipt of the manual change memorandum.

4. Each employee shall be familiar with and adhere to the department principles, policies, procedures, and rules contained in the department manual.

3003  PLANNING FOR SPECIAL EVENTS

A. Policy

Special events of either short or long-term duration shall be handled by the use of incident action plans.

Relatively simple events of short duration may not require that the incident action plan be written.

Written plans for special events shall include provisions for the following:

1. Use of SWAT Team personnel, if any.
2. Designation of a single commander for the coverage of a given event.
3. Written estimate of traffic, crowd control, and crime problems expected for any given event.
4. Logistics requirements.
5. Coordination inside and outside the agency.
6. Provision for an after-action report by the event commander within one week of the events conclusion for review by the Chain of Command through the chief of police.

B. Procedure

1. All special events written incident action plans shall generally include the following details, depending on the situation:

   a. type of action
   b. location and activities
   c. assigned personnel
   d. Mission

   (1) Objectives
(a) Operational concepts
(b) Specific duties
(c) Coordinating instructions

(2) Administration and Equipment
(a) Weapons and ammunition
(b) Clothing and equipment
(c) Special equipment and supplies
(d) Prisoner transportation
(e) First aid and ambulance services
(f) Break periods
(g) Maintenance
(h) Payroll procedures

(3) Control and Communications
(a) Control
(b) Communications

(4) Intelligence
(a) Estimate of traffic problems expected
(b) Estimate of crowd control problems expected
(c) Estimate of crime problems expected
(d) Contingency plan for traffic direction and control

Due to unique circumstances presented by a special event, the Chief of Police may approve a special event written incident action plan that authorizes the temporary implementation of policies and procedures that supercede those set forth in the police department manual. Such a circumstance may arise when a special event involves the significant contribution of mutual aid personnel and equipment that seriously impacts the routine functioning of police personnel.
Management inspection and control through a process of staff review and evaluation is necessary to ascertain if command policies, procedures, and rules are adequate and are being adhered to; whether department resources are adequate and are being properly utilized; and to evaluate the overall performance and attitude of the department. Staff reviews shall be conducted on each organizational component at the direction of the chief of police.

B. Procedure

1. Staff review is the formal process of self-examination by and within the department and consists of the following steps:
   a. Performance auditing
   b. Reporting
   c. Recommendation for improvement (when appropriate)
   d. Response by the concerned level and section of management
   e. Review by the chief of police and staff
   f. Implementation of improvements (when appropriate)
   g. Follow-up

2. The responsibility for staff review rests with the chief of police. The management and conduct of staff reviews and the maintenance of related records is vested in the Planning and Analysis Unit of the Professional Standards Section.

3. The chief of police initiates all staff reviews.
   a. The staff is generally responsible for bringing specific need for staff review to the chief of police's attention.
   b. No staff review is conducted without the express approval of the chief of police.
   c. The Division commander of the affected division is notified at least 20 working days prior to the beginning of any staff review substantially affecting his division.

4. All reports of staff reviews are made in triplicate; one copy going to the chief of police, one to the concerned division head (or to each concerned division head), and one to the files of the Planning and Analysis Unit.

5. Each staff review is designated with a unique number incorporating the year that the review was initiated, the sequential number of the review during the year of initiation, and a letter designation denoting that it is a staff review.

Example: 90.1-SR (year-number-designator)

6. There is no adversarial relationship assumed or intended in the staff review process. Division commanders and the Planning and Analysis Unit work together in the conduct, review, recommendation, implementation of changes, and follow-up of staff reviews.
   a. Differences are first resolved to the fullest extent possible between the concerned division commander and the Division commander of the Professional Standards Section.
b. When and if differences cannot be resolved at that level, the matter is brought to the attention of the chief of police for his decision.

7. The Planning and Analysis Unit may, from time to time, draw upon resources outside the Support Services Division (resources include personnel, equipment, data, and access to all three). In the spirit of cooperation described above and with the object of completing the staff review, division commanders provide the Planning and Analysis Unit such resources as may be requested, providing that the provision of those resources does not substantially reduce the affected division's essential operations.

   a. Requests for minor resources may be made by the Planning and Analysis Unit directly to the concerned division commander.

   b. Requests for major resources usually are made by the division commander of the Support Services Division either directly to the concerned division commander or through the chief of police.

8. The division commander of the affected division responds to the chief of police addressing the results of the staff review as expressed in the report of the Planning and Analysis Unit within 20 working days of the receipt of such report. The response is in writing and becomes a permanent part of the file.

9. A copy of the response shall be provided to the Planning and Analysis Unit, which may address the response and shall do so at the request of the concerned division commander or the chief of police.

10. The police chief's copy of the division commander's response is routed through the Planning and Analysis Unit to the chief of police in order to allow an opportunity for informal adjustments in the report prior to his review.

11. The chief of police shall conduct the review of the report and response in a manner appropriate to the specific needs of the department.

12. The Planning and Analysis Unit shall not assist nor direct the implementation of changes recommended in a staff review unless expressly ordered to do so by the chief of police.

13. Staff review follow-ups are initiated upon the approval of the chief of police, based upon the recommendations of the Planning and Analysis Unit and the concerned division commander.

C. Rule

1. All staff review files and reports shall be restricted documents with their release or review either within or without the department subject to the police chief's approval.

2. The follow-up report upon implementation becomes a permanent part of
the file.