

## 4850 CARRYING WEAPONS

### A. Policy

The legal authority for Lakewood police agents to carry and use weapons in the performance of their duties is vested in state statute 18-1-707 CRS. Sections 4850 and 4851 of the Lakewood Police Department Police Manual defines policy and procedure for the carrying of weapons by sworn personnel.

### B. Procedure

1. Department authorized handguns, carried on or off duty are purchased by individual agents. Rifles authorized for duty use are purchased by individual agents. Shotguns authorized for duty use may be issued by the department or purchased by individual agents.
2. Firearms authorized for on duty and off duty use shall be chambered for department - issued ammunition. Firearms must conform to the specifications for authorized firearms as outlined by the Chief of Police.
3. Due to the inherently dangerous and deadly nature of firearms, agents are tasked with the sole responsibility of the safe storage of all agency-authorized firearms, both on and off-duty. Gunlocks shall be available in the armory and issued for authorized weapons by a supervisor.
4. Holsters and ammunition carriers compatible with personal weapons shall not be issued. The responsibility for purchasing and maintaining personal equipment rests with the employee.
5. Personal equipment worn with the department uniform shall be compatible in appearance with department issued equipment and meet the guidelines promulgated by the Professional Standards Section.
6. Second weapons shall be kept concealed from public view when not in use.

### C. Rule

1. Weapons shall not be carried on duty until the nonissue - weapon request form has been approved and forwarded to the Professional Standards Section.
2. Ammunition carried in a department - approved weapon shall be only that which has been approved by the Chief of Police.
3. Agents shall not surrender their weapons except as a last resort when they are convinced the act of giving up the weapon will save their life or the lives of other persons.
4. All loading and unloading of firearms inside the Police Department complex shall be accomplished by using the designated firearm

loading/unloading tubes located in the Patrol locker rooms and outside the northwest entrance to the Police Department. The use of the firearm loading/unloading tube does not in any way lessen previously established firearms safety requirements.

5. Firearms shall not be left overnight in vehicles that are not secured in a garage.

#### 4851 PRIMARY HANDGUNS

##### B. Procedure

1. Lakewood police agents are authorized to carry semiautomatic pistols, or revolvers as their primary duty weapon. Prior to carrying a firearm, agents shall complete training on department rules and procedures, state laws regarding use of deadly force, and firearms mechanics and safety.
2. All firearms must meet or exceed the manufacturer's minimum standards for safety and performance. Firearms must conform to the specifications for authorized firearms as outlined by the Chief of Police.
3. Agents shall carry only that ammunition authorized by the Chief of Police.
4. Agents shall permit the department armorer to inspect their weapons prior to obtaining authorization to carry the weapon.
5. Should a weapon fail to function properly at anytime, certification by a gunsmith as to weapon serviceability may be required prior to allowing the weapon to be carried on-duty.
6. Agents shall be required to demonstrate proficiency with the semi-automatic pistol or revolver.
7. Neither the City nor the department shall be under obligation to reimburse agents for any expenses incurred from mishandling or careless use of the weapon.
8. The department shall provide duty and range ammunition for this program.

##### C. Rule

1. Agents shall purchase at their own expense an approved semi-automatic pistol or revolver, additional magazines or speedloaders, and approved leather gear. All monetary costs except ammunition shall be borne by the employee.

2. Agents are authorized to carry the semi-automatic pistol or revolver after they have met the requirements of the training program for each weapon.
3. Agents shall demonstrate proficiency with the semiautomatic pistol or revolver before they are allowed to carry the weapon on - duty.
4. The weapon carried on-duty shall be listed as the primary handgun for tracking weapon proficiency.

#### 4852 SECONDARY HANDGUNS

##### B. Procedure

1. A secondary handgun is an additional firearm an agent carries on duty, which is concealed on their person.
2. Agents may carry a secondary handgun, while on duty.
3. Uniformed agents must conceal the secondary firearm so it is not visible to the public.
4. An agent's secondary firearm may be the same firearm as their off-duty firearm.

##### C. Rule

All secondary handguns carried on duty shall be registered by filing a non-issue weapon request form with the Professional Standards Section. The weapons shall meet the requirements promulgated by the Chief of Police.

#### 4853 OFF - DUTY WEAPONS

##### A. Policy

Off-duty encounters can be dangerous. The best and safest response may be to serve as an excellent witness.

Off-duty agents may be forced by circumstances to respond as police agents under an emergency situation; therefore, it is recommended that off-duty agents have immediately accessible to them a department-approved firearm and handcuffs which will enable them to respond under such emergency situations.

##### B. Procedure

1. First, an off-duty agent should determine whether it is absolutely necessary that he become involved in an enforcement action while off-duty.

2. The off-duty agent should assess the situation carefully before committing himself to action. An off-duty agent should avoid involving himself in a confrontation that he cannot control.
3. If there is any means to do so, the off-duty agent should call for on-duty law enforcement help before he acts.
4. If the off-duty agent intervenes, it is advisable to have a plan of action in mind.
5. If the off-duty agent intervenes, he should clearly identify himself as a peace officer as soon as it is practical. Remember that victims and other peace officers could misidentify the off-duty agent as a criminal assailant.
6. An off-duty agent should make a tactical withdrawal from any off-duty confrontation that is beyond his control.

C. Rule

All handguns carried off duty shall be registered by filing a nonissue-weapon request form with the Professional Standards Section. The weapons shall meet the requirements promulgated by the Chief of Police.

#### 4854 SHOTGUNS AND URBAN RIFLE

A. Policy

Based upon an analysis of current trends in law enforcement, there is an increasing awareness that police officers should be armed with weapons, which can provide a greater tactical advantage in a field shooting confrontation. The shotgun and police rifle offer greater firepower capabilities, providing greater protection for the officer. Agents are authorized to carry the .223 caliber rifle and police shotgun after they have met the requirements of the training program for each weapon. Supervisors shall inspect authorized weapons regularly to assure proper maintenance.

B. Procedure

1. The police urban rifle or shotgun may be used to assist agents who respond to an unplanned and spontaneous incident involving armed suspects. When suspects can be identified as wearing body armor, are armed or have immediate access to high-powered weapon(s) which surpasses the capability of the weapons normally carried by field personnel the deployment of the urban rifle or shotgun is appropriate. The urban rifle and shotgun may also be deployed during a high risk traffic stop where a perimeter rifle would provide a greater tactical advantage. During periods of civil unrest or riots the urban rifles/shotguns will be deployed only with supervisor approval.

The 12-gauge shotgun equipped with slug rounds may be used to destroy any animal that appears to be suffering from an apparent fatal wound or sickness or when the animal presents a danger of serious bodily injury or death to any person. Agents are urged to display caution when engaged in this type of action to ensure the proper backdrop is selected prior to destroying the animal.

2. The 12-gauge shotgun is an optional weapon issued by the department on a daily basis. Therefore, the Professional Standards Section shall ensure:
  - a. That only those employees who choose to carry a shotgun on duty need qualify.
  - b. That in order to carry a shotgun sworn members must demonstrate proficiency with the shotgun based on department guidelines quarterly.
3. Under no circumstances shall a loaded shotgun or urban rifle be allowed inside the City Hall complex unless under emergency tactical conditions. All routine loading and unloading procedures shall be accomplished outdoors in the designated loading and unloading area unless at the scene of a tactical situation.
4. The use of a shotgun and urban rifle under tactical conditions shall be at the discretion of the agent except in riot or civil unrest situations.
5. A live round shall be placed into the chamber of either weapon only when the agent has a clear indication that he or she may need to fire the weapon.
6. Prior to removing either the shotgun or the urban rifle from the scene of a tactical situation, the agent shall ensure that the weapons are operationally safe.
7. If at any time an agent determines a shotgun is defective or unsafe, the agent shall return the shotgun to the armory, tag the shotgun for repairs, and complete a handwritten memorandum to his immediate supervisor describing the malfunction of the weapon. The servicing and maintenance of the urban rifle shall be the agent's responsibility.
8. Agents carrying a shotgun or urban rifle in a police vehicle shall ensure that the vehicle is securely locked when it is left unattended.
9. Should a weapon fail to function properly at anytime, certification by an LPD Armorer as to weapon serviceability may be required prior to allowing the weapon to be carried on-duty.
10. Agents participating in the rifle program shall be required to demonstrate proficiency with the rifle based on department guidelines quarterly.

C. Rule

1. Injecting rounds into the shotgun chamber and urban rifle as a psychological tactic is prohibited.

4855 WEAPONS INSPECTION

B. Procedure

1. Prior to carrying a semi-automatic handgun or revolver on or off duty or the police rifle on duty, the weapon shall be inspected by the range staff and deemed to be in a safe and operational condition.
2. Prior to carrying a weapon on or off duty, the agent shall qualify with the weapon through an official department-operated firearms qualification course.
3. The approved weapons authorization forms shall be maintained by the Professional Standards Section.

C. Rule

1. All primary handguns shall be inspected by a qualified armorer or gunsmith on a biennial basis.
2. Police employees who have been authorized to carry revolvers or semiautomatic pistols on duty are responsible for maintaining their weapons, magazines, and speedloaders in a clean and good operating condition.

4856 WEAPONS QUALIFICATION AND TRAINING

B. Procedure

1. The Professional Standards Section shall be responsible for coordinating the firearms training program, and shall be responsible for announcing in advance when training sessions are to occur. All firearms instructors will be certified and all instruction will be monitored by certified instructors.
2. The goals of the weapons proficiency and training program shall be to improve each shooter's skills and to give each agent the skills to recognize and survive a combat situation.
3. Based on the fact that the ability to accurately fire a handgun is a perishable skill, all sworn members below the rank of Division Chief are required to attend mandatory firearms training four times per year, including demonstrating proficiency with their primary duty weapon twice annually. Sworn personnel who carry shotguns or urban rifles must also attend mandatory firearms training with these weapons four

times per year, including demonstrating proficiency twice annually. Sworn personnel with the rank of Division Chief and above are required to demonstrate proficiency a minimum of once a year. Agents who fail to attend range shall be subject to disciplinary action.

4. Proficiency shall be determined by the agent achieving 80 percent accuracy with the handgun and 90 percent accuracy with the rifle. If an agent fails to attain the required accuracy level on any course of fire, he shall be given the opportunity to shoot up to 3 courses of fire. The agent who qualifies on the second or third course of fire shall be considered proficient.
5. If unable to demonstrate proficiency after three courses of fire, the agent shall be asked to leave the range. The range officer shall note that event and report it to the commander of the Professional Standards Section.
6. Agents who do not demonstrate proficiency quarterly due to their inability to shoot the handgun shall be designated as a "remedial shooter."
7. The commander of the Professional Standards Section shall be advised by the range staff the same day of the employee's inability to demonstrate proficiency and that the employee has been designated as a "remedial shooter."
8. A member of the range staff shall hold a special training session with the "remedial shooter" on the next possible working day. The "remedial shooter" shall be assigned to "desk duty" until he has demonstrated proficiency with his duty weapon.
9. If the "remedial shooter" fails to demonstrate proficiency after receiving 20 hours of remedial firearms training, he shall be subject to disciplinary action including, but not limited to, termination for inability to maintain vital job performance standards. A memorandum shall be submitted to the Commander of the Professional Standards Section documenting the employee's inability to demonstrate proficiency, all training offered to the remedial shooter and a recommendation on his/her status as a "remedial shooter" based on the employee's demonstrated proficiency with his/her weapon.
10. Agents who do not demonstrate proficiency with the police rifle may not carry the weapon on-duty.

C. Rule

1. The primary weapons carried on - duty shall be used for qualification purposes.

2. Agents who carry secondary or off - duty weapons shall demonstrate proficiency with the weapon through an official, department operated, firearms qualifications course twice a year.

#### 4857 AMMUNITION

##### B. Procedure

1. Only ammunition approved by the Chief of Police may be used in primary, secondary, off-duty and special purpose weapons authorized for carrying by sworn personnel.
2. Any sworn employee who has questions about whether or not a particular round is authorized should contact the Commander in charge of the Professional Standards Section for clarification.
3. The Chief of Police will issue the authorizing memorandum, as needed; to describe ammunition sworn personnel will carry.

##### C. Rule

1. Sworn personnel may carry only department-approved ammunition in primary, secondary, off-duty and special purpose weapons.

#### 4858 LEATHER EQUIPMENT

##### B. Procedure

1. Agents who carry a revolver as their primary duty weapon shall purchase, at their own expense, a department approved holster and ammunition carrier. This leather gear shall meet department standards then in effect.
2. Agents who carry a 9mm., .40 caliber or .45 caliber semi-automatic pistol as their primary duty weapon shall purchase, at their own expense, a department - approved holster and dual magazine carrier. This leather gear shall meet department standards then in effect.
3. Agents who are working on duty in plainclothes or carrying a back - up pistol while on duty shall adhere to the department guidelines concerning holsters.
4. All leather gear shall be approved by the Professional Standards Section.

##### C. Rule



1. Agents shall carry only those holsters and accessories, which conform to department standards promulgated by the commander of the Professional Standards Section.

#### 4859 CONCEALED CARRY PERMITS FOR RETIRED LPD AGENTS

##### A. Policy

The safety of police agents is of great concern to the Lakewood Police Department, both during their employment and after. With the implementation of the Law Enforcement Officers Safety Act of 2004 (Chapter 44 of Title 18 U.S.C. Section 926(c)) and S. 1132, the "Law Enforcement Officers' Safety Act Improvements Act," LPD is able to extend the right to carry a concealed weapon to its retired LPD agents.

##### B. Procedure

1. In order to be in compliance with the Law Enforcement Officers Safety Act of 2004, retired agents must meet the following criteria:
  - a. Retired agents must have separated from service in good standing from the Lakewood Police Department; and
  - b. Prior to such separation, were authorized by law to engage in or supervise the prevention, detection, investigation or prosecution of, or the incarceration of any person for, any violation of law, and had statutory powers of arrest; or
  - c. Were employed as a law enforcement officer by the Lakewood Police Department or other jurisdiction for a total of 10 years or more and left in good standing; or
  - d. Separated from service due to a service-connected disability, as determined by LPD, after completing a probationary period of service.
2. Retired LPD agents who wish to maintain a CCW permit must return to LPD once a year for a training session and firearms qualification with the LPD Range Staff at their own expense. Sessions will be made available at regular intervals and retired agents will be notified of the sessions via mail or electronic mail.
3. The Lakewood Police Department Professional Standards Section/Training Unit will check the criminal history and run the retired agent's name through NCIC/CCIC to check for offenses that would void the agent's ability to obtain a CCW permit on an annual basis prior to the renewal of the permit.
4. In the event that the NCIC/CCIC check of the retired agent's name reveals offenses that would void the agent's ability to possess a firearm, the Lakewood Police Department, Professional Standards Section/Training Unit will provide a written statement setting forth the reason for the denial.

5. After completing yearly range qualification, retired agents will be issued a POST identification card, which will indicate the agent has qualified with their weapon and meets the standards set forth by LPD, the Law Enforcement Officers Safety Act of 2004, the Law Enforcement Officer's Safety Act of 2010, and the Colorado POST board.

C. Rule

1. Retired agents who meet the qualifications set forth by the Law Enforcement Officers Safety Act of 2004, shall qualify with their weapon on a yearly basis to be issued a POST Retired Police Officer Certification Card. Retired agents living outside the state of Colorado will meet the requirements set forth by their home state.
2. The CCW permit does not supersede or limit the laws of any state that permit private persons or entities to prohibit or restrict the possession of concealed firearms on their property or prohibit or restrict the possession of firearms on any state or local government property installation, building, base or park.

4860 WEAPON ACCESSORIES

A. Policy

Based upon the wide availability and variety of weapon accessories, the Lakewood Police Department would like to ensure its employees use reliable and safe equipment. The developments of modern sighting systems and shooting accessories have been shown to improve the shooter's ability to accurately and quickly address lethal threats. The following procedures are designed to provide police agents with direction in choosing the most appropriate accessories for their weapons. Agents shall train and qualify with their equipment prior to using them in the course of their duties. Supervisors and Range staff shall inspect authorized weapons and weapon accessories regularly to assure proper maintenance and compliance with Policy and Procedure.

B. Procedure

1. Optics/Sights

Definitions:

Zero- The adjustment setting on a sighting system which allows point of aim to be point of projectile impact.

Optic- A sighting device which uses either an etched reticle, a holographic image or a reflected laser image to aim a firearm.

- a. Only sights designed for military/law enforcement use are authorized. Optics which are designed for hunting, sporting or for use on non-law enforcement weapons are not authorized.
- b. Only non-magnified optics are authorized for non-SWAT personnel.

- c. When using an electronic optic, the weapon system must have back-up mechanical sights.
- d. Sights, both electronic and mechanical, will be zeroed at 50 yards and will be zeroed prior to use on duty with that weapon, with the exception of specialized SWAT weapons.
- e. Zero will be confirmed during each Department range session. The agent will confirm the zero if their sights/optic become loose or is removed, the weapon is dropped significantly, the sights/optic is damaged or if the Agent has lost confidence in the zero.
- f. Sights/Optics will not be adjusted other than on the range, with the exception of specialty SWAT weapons.
- g. Agents are encouraged to carry extra batteries for their optic system.

## 2. Barrels

- a. Agents shall comply with all state and federal laws concerning barrel lengths and modifications.

## 3. Stocks

- a. All long guns, with the exception of specialized SWAT weapons, shall have a stock for mounting the weapon to the shooter's shoulder when firing.
- b. After market stocks should be installed by a professional armorer.
- c. Stocks shall not interfere with the function of the weapon.

## 4. Slings

- a. A sling is required for all long guns
- b. Agents shall use a sling which does not interfere with the operation of the firearm.
- c. Agents shall utilize their sling during any training or qualifying session.
- d. Agents shall use a sling that allows them to secure the long gun in such a way they are able to use both hands to utilize their handgun, handcuff a suspect, take notes, or handle any other task that would require both hands.

## 5. Weapon Mounted Lights/Lasers

- a. A weapon mounted light is required for all long guns.
- b. Lights are not to be used for aiming the weapon.

c. Handguns must have an integrated factory light rail system in order to mount a light to the weapon. No aftermarket rails will be allowed.

d. No pressure switches are allowed for handgun-mounted lights.

e. Agents are required to follow the fundamental rules of firearms safety when considering using a weapon mounted light. They are encouraged to use a handheld light during area searches and other routine law enforcement work. The weapon mounted light has specific applications and its use should be limited to times in which the situation dictates the potential immediate use of the firearm in a low light situation.

f. Under normal conditions the handgun-mounted Light/Laser system should be activated using a two handed grip on the weapon. Activation will be accomplished using the support hand thumb. The exceptions to using the support hand would include injuries, K-9 operations, activating light switches, turning doorknobs or any other situation where the support hand is otherwise unavailable or physically incapable. In these circumstances, the strong hand index finger is used to activate the system. Agents must use extreme caution to avoid inadvertently engaging the trigger.

g. Lasers should not be used as a replacement for an Agent's sighting system. Agents will treat their laser aiming system as they would an electronic optic and follow the same procedures listed for such sighting systems.

h. Light/Laser units shall be specifically designed for military/law enforcement use.

i. Agents are encouraged to carry extra batteries for their light/laser unit.

## 6. Magazines/Ammunition Management

a. For any weapon system using a box magazine, on-duty uniform Agents shall have at least three magazines for that weapon. Detectives shall have at least two magazines for their weapon.

b. Agents shall only use on duty magazines which have been shown to be reliable, and function properly in their weapon.

c. Agents are strongly encouraged to utilize a system for carrying extra ammunition/magazines when deploying a long gun. Examples of such would be magazine pouches and shotgun shell carriers, to include side saddles.

## 7. Triggers

a. Triggers must be designed for military/law enforcement uses. No competition triggers are authorized.

b. Triggers may not be adjusted for weight of pull. A certified armorer may adjust the trigger in regards to the "feel" or smoothness of a trigger press but must maintain the factory weight of pull.

C. Rule

1. Agents shall receive written approval from Range Staff prior to modifying their firearms. The approved weapons modifications form shall be maintained by the Professional Standards Section.
2. Agents shall train with and qualify with their modified firearms prior to using them in the course of their duties.
3. Agents shall maintain their equipment in good working order.
4. Agents will comply with all state and federal laws concerning the modifications to any firearms.
5. The Range Master has the authority to allow or deny any modification/accessory to a weapon based on the needs or performance of the individual agent.

4870 AFTER-ACTION REVIEW OF CRITICAL INCIDENTS

A. Policy

It shall be the policy of the Lakewood Police Department to conduct a review of any critical incident. An "After-Action Report" will be prepared by the commanding officer in charge, or their designee, of the critical incident and forwarded to the Chief of Police, through the chain-of-command, for the purposes of reviewing the event, providing essential feedback, to correct deficiencies in training and/or policy and procedure, or to identify exceptional performance of individuals or units.

B. Procedure

1. After-Action Report (AAR)

A report summarizing the chronology of the critical incident as well as an analysis of the tactics, equipment, communication, cooperation, and level of preparedness of participants. The After-Action Report is intended to identify strengths, weaknesses, recommended improvements, policy modifications and relevant training for department personnel. The report should accurately define what occurred or did not occur with regard to a particular incident.

- a. The After-Action review is not intended to be a critique or an open session for complaints.

2. Debriefing

The process of discussion and reconstruction of a critical incident, after the termination of the incident, with the goal of providing a record of lessons learned and encouraging continuous improvement in organizational and individual performance.

3. Critical Incident

For purposes of this section, a critical incident is defined as:

- a. Any incident involving the use of deadly force by department personnel, or;
- b. Any planned or unplanned occurrence, event, or disaster which threatens the peace or safety of the community (i.e., SWAT, hazardous materials incidents, etc.), or;
- c. Any planned or unplanned event which requires the implementation of the law enforcement incident command structure to manage assets and response, or;
- d. Any other incident which requires the use of significant department assets or which is deemed to be significant by the Chief of Police or commanding officer for that incident, or;
- e. Any incident where a command level officer deems it necessary and appropriate.

4. Deadly Force

The term "deadly force" means any use of force that creates a substantial risk of causing death or which does, in fact, produce death.

C. Procedure

- 1. Immediately following the incident, the command level officer with responsibility for the incident, shall preside over a debriefing unless he/she determines the debriefing would be duplicative of a recent and similar event, or that some other reasonable justification exists for not debriefing. In making this determination, the following shall be considered:
  - a. The type and seriousness of the incident.
  - b. The activation of the Incident Command System (ICS) or portions thereof, or incidents when ICS could have been activated, but was not.
  - c. The utilization of other City departments or other agencies.
  - d. The potential to derive information from the incident which may be of value in providing training for future incidents.
- 2. The debriefing shall be conducted immediately after the event, if possible, or within a reasonable time at the conclusion of the incident or operational period, and shall include, to the extent possible, input from the following components of the incident:
  - a. The personnel actually involved in the incident.
  - b. Representatives from the various components of the ICS, if activated.
  - c. Representative(s) from any other City department(s) utilized.

- d. Representative(s) from any other agencies utilized.
- e. Others as deemed appropriate and relevant to the debriefing.
- 3. The debrief shall not include a discussion of eyewitness accounts which may be obtained during a criminal or administrative investigation of the incident.
- 4. The purpose of the debriefing shall be to identify ways in which the Department's response to the incident may be improved and/or to identify potentially relevant training. The debriefing shall not supersede, or substitute for, any other investigation or report required by law or policy.

The debriefing shall include discussion of, but is not limited to:

a. Initial response factors:

- 1. Situational awareness
- 2. Contingency plan(s)
- 3. Existing staffing levels at the time of the incident
- 4. Communications preparedness
- 5. Call-out protocol
- 6. Cooperation/Coordination

b. Incident Management

- 1. Incident Command
- 2. Response
- 3. Press Information
- 4. Police services – not related to the incident
- 5. Notifications
- 6. Relief
- 7. Other agency resources
- 8. Return to normal services

c. Tactics

- 1. Perimeters
- 2. Security
- 3. Evacuation

d. Communications

e. Equipment

- 5. The command level officer presiding over the debriefing of a critical incident must consider that criminal prosecution, civil litigation, personal liability and/or discipline may result from a criminal and/or administrative investigation of the incident, and may need to excuse certain personnel from the debriefing on that basis. Critical debriefings should not include discussions of whether or not departmental policies were violated.

6. The command level officer with responsibility for the incident shall prepare and submit an After-Action Report, through the chain of command, to the Chief of Police, within thirty (30) days after the incident. After-Action Reports will be stored electronically in a designated file. This report shall summarize the information received in the debriefing, identify relevant response, management, tactical, equipment, communications or training issues and recommend improvements for responses to future incidents. The After-Action Report shall not supersede, or substitute for, any other investigation or report required by law or policy and shall not intrude into areas of law or policy.
  - a. The completion of After-Action reports, related to critical incidents involving CIRT or Internal Affairs investigations, may be extended beyond thirty (30) days. Once the CIRT or Internal Affairs investigation is completed, the Incident Commander, in conjunction with the Commander of the Professional Standards Section, will complete the after-action report in a timely manner, as determined by the Chief of Police.
7. The Chief of Police shall cause the After-Action Report to be reviewed by command staff for the purpose of analyzing the strategy(s) utilized and identifying relevant training and/or equipment needs. A training needs assessment should be forwarded to the Professional Standards Section.
8. The Professional Standards Section shall, within thirty (30) days after the completion of the After-Action Report, develop an appropriate training document and/or curriculum for distribution to all personnel, if required, and revise policy and procedure if deficiencies were found.
9. The information contained in the After-Action Report is considered for internal purposes only and shall not be released outside the Lakewood Police Department without the consent of the Chief of Police.

#### 4871 CIVIL DISPUTES

##### A. Policy

Agents are frequently called to the scene of civil disputes where no crime has been committed. The presence of agents at such scenes shall be primarily to preserve the peace and to prevent a crime from occurring; it is not to give legal advice. Citizens shall be advised to seek their own legal counsel.

#### 4872 LABOR - MANAGEMENT DISPUTES

##### A. Policy

Negotiation and collective bargaining are legally recognized methods of peacefully settling labor disputes. In such disputes, it shall not be the function of



the department to deal with the issues involved; rather, it shall be the role of the department to protect the rights of the public and the disputants by enforcing the law and by maintaining order.

Strikes and on - site picketing are not, in themselves, violations of the law. It is the illegal acts which sometimes arise from such activities that shall be the concern of the police. The effectiveness of the department in labor disputes shall be maintained by its remaining at all times impartial regarding the parties and issues involved and by taking appropriate action whenever criminal violations are observed or reported.

B. Procedure

1. The Vice Team has primary responsibility for collecting information regarding strikes, investigating related crimes, and meeting with officials of labor and management.
2. The Legal Advisor shall be notified when civil disorders or demonstrations occur which result from labor disputes.
3. Police agents are not normally deployed at strike scenes; however, when such deployment becomes necessary, it shall be the responsibility of the concerned Patrol Division commanding officer to take the necessary police action to deter crime and to keep the peace.

4873 CIVIL DISTURBANCES

A. Policy

The department shall expend whatever resources are necessary to protect the rights of any person or group to conduct a peaceful and lawful demonstration at any location within the city. However, unlawful activity, whatever its guise, requires prompt and effective action by the department. The department shall take appropriate legal steps to discourage unlawful acts.

In the event of a spontaneous or unanticipated major disturbance, agents of the Police Department are to recognize that individual (or small group) actions attempted by them against a crowd will, in all likelihood, be futile and could possibly result in their being injured or killed without their having had any mitigating effect on the problem. Additionally, sustaining such casualties will compound the problems faced by the department and will lessen the available strength needed to contain, control, and deal with the disturbance. In cases of such spontaneous disturbances, which are beyond immediate police strength to deal with, agents shall remove themselves from danger and provide prompt, detailed, and accurate intelligence information as to the size, nature, and affected area of the disturbance.

## 4900 EMERGENCY AND SPECIAL OPERATIONS

### A. Policy

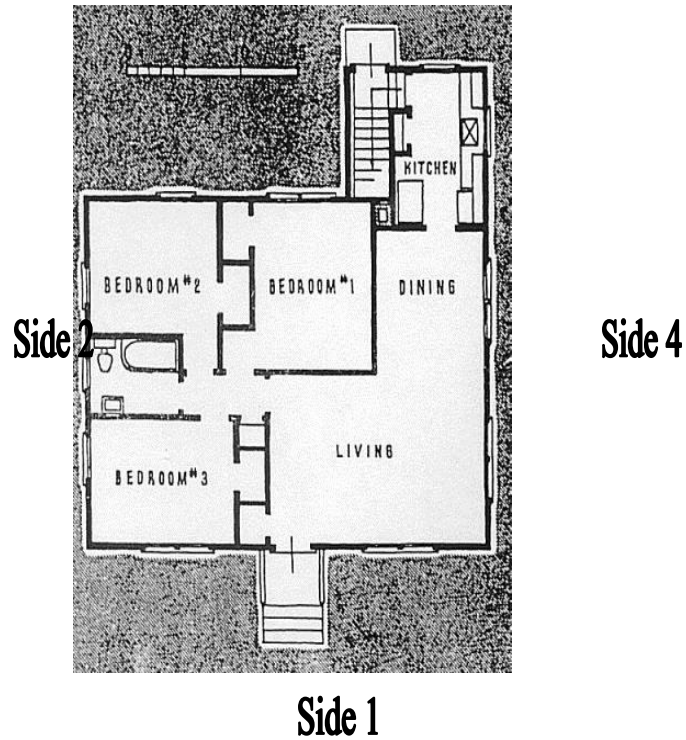
Operational responses encompass a variety of possible scenarios beyond the scope of routine police daily functions. Whether the response is to an emergency, disaster, civil disturbance, special event, or need for specialized handling, police tactical procedures need to be consistent so that needed operational components can work as a team in successfully resolving whatever circumstances we may face. The teamwork must apply not only within the City of Lakewood but must also extend to joint operations involving other local, regional, state, or federal agencies as well as private entities.

### B. Procedure

1. The department has developed a threat matrix form to assist personnel in determining if a situation rises to the level of a SWAT consultation or response. This form shall be used to assess the proper police response to higher risk situations.
2. When dealing with a situation that requires personnel to assume perimeter positions those positions will be designated based on the sector response plan.

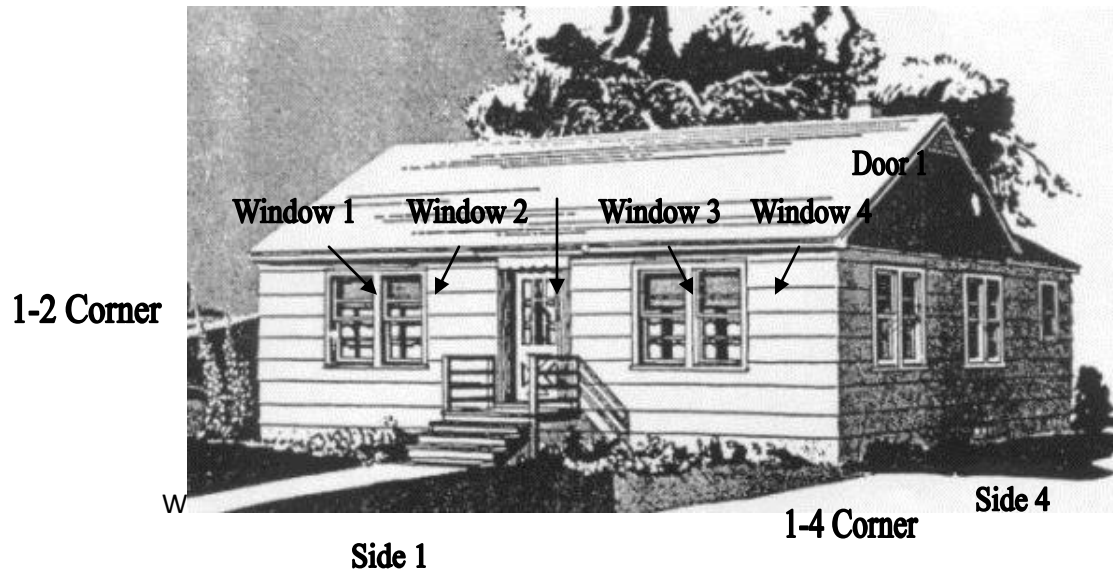
## SECTOR RESPONSE PLAN

The sector response plan is a system that designates numbers to the sides of a building to eliminate the confusion of compass points (i.e. north, south etc.) as reference points. Side one is usually the front of the building, with sides numbered clockwise from there.

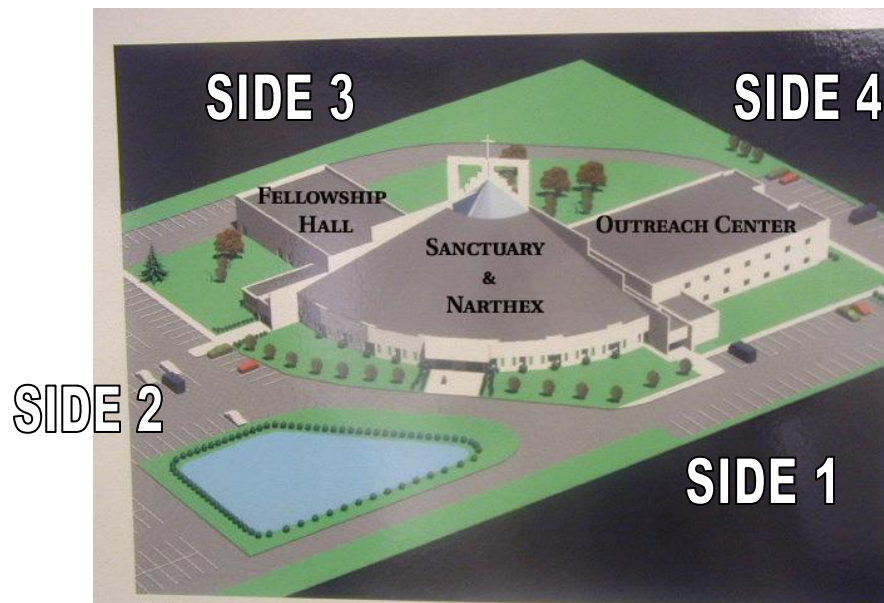


Perimeter personnel are designated by their function and the particular side of the building they face. The sniper team on side one would be Charlie One, etc.

A number also designates each door and window, from left to right. Corners are identified by the sides they are in between (the corner between sides one and two would be the one-two corner).



What about odd shaped buildings? The principle remains the same. The sides are numbered with respect to the dominant direction.



The use of the buddy system (having two agents at the same perimeter spot) is highly encouraged when manpower allows. Perimeter personnel shall communicate their positions so that all personnel on scene are aware of these perimeter locations. For example: "314 and Y25 are on side one, 25 yards from the target location, behind an Oak tree."

The scene supervisor shall also conduct a roll call and document perimeter assignments to ensure that no personnel are overlooked.

The scene supervisor shall ensure containment is set prior to the commencement of additional operational procedures/maneuvers.

3. The department has established a guide as to when the Incident Command System should be utilized:

### **Situations Where ICS Should Be Implemented**

#### Civil Disturbances:

- Labor/Management Disputes
- Riots

#### Mutual Aid situations involving:

- Other law enforcement agencies
- Fire Department
- Public Utilities
- RTD/Light Rail

#### Hazmat incidents (required)

- Structure fires
- Wild land fires
- Plane crashes

Lost/missing children/At-risk adults

Traffic accidents involving:

- Serious bodily injury or fatalities

- Large scene accidents (those spread out over a large area or involving many vehicles)

- Use of the Jefferson County Technical Accident Investigation Team

- Light rail/RTD buses involving injuries

Pursuit termination

Tactical Incidents to include:

- SWAT call-outs

- Barricaded subjects

- Active shooter situations

- Hostage situations

Bomb threats

- Suspicious packages/items/suspected explosive devices

Police involved shootings

Special weather events to include:

- Floods

- Blizzards

- Earthquakes

- Tornadoes

Major crime scenes such as homicides or suspicious deaths, robberies, or other significant incidents involving multiple personnel and an in-progress or ongoing investigation.

DUI checkpoints

Special events such as:

- Colfax Marathon

- Lakewood on Parade

- National Motocross Race

Any other event in which ICS implementation would serve to enhance communication, span of control, or other considerations in managing an incident.

## 4901 EMERGENCY PREPAREDNESS

### A. Policy

Under the provisions of City of Lakewood Municipal Ordinance 1.25.030, the department shall establish and maintain a disaster prevention, preparedness, and response program. The Environmental Manager is designated as Emergency Preparedness Coordinator. This position is responsible for planning for unusual or emergency occurrences.

The Patrol Division Chief or his designee shall be responsible for coordinating the planning functions for response to unusual occurrences. This responsibility will be coordinated with the Office of Emergency Management, Department of Public Works.

### B. Procedure

The Patrol Division Chief or his designee shall assist the Environmental Manager with the following responsibilities:

1. Standards of the National Incident Management System (NIMS) should be followed in order to:
  - a. Establish and coordinate emergency plans and protocols.
  - b. Integrate and coordinate the activities of jurisdictions cooperating in the Emergency Preparedness program.
  - c. Establish guidelines and protocols to promote interoperability among jurisdictions and agencies.
  - d. Adopt guidelines and protocols for resource management.
  - e. Establish priorities for resources and other response requirements.
  - f. Establish and maintain multi-agency coordination mechanisms.
  - g. Utilize the federal NIMS Integration Center to attain and sustain the level of readiness necessary to meet emergency situations.
2. Provide for the development, maintenance, and periodic review of emergency operations plans, procedures, preparedness plans, mitigation plans, and recovery plans to permit the best use of the City's manpower, facilities, and resources in case of a disaster.
3. Provide for the accessibility of emergency operations plans to all command personnel.
4. Initiate and coordinate recruitment and training activities for the City and other private support groups.
5. Establish the City of Lakewood Office of Emergency Preparedness as the coordinating agency for all disaster activities including hazardous materials incidents under Article 22 of Title 29, C.R.S., and as the vehicle through which the mayor, city manager, and department heads may exercise their authority and control in the event of an emergency or disaster.
6. On behalf of the City, negotiate with other governmental subdivisions and private agencies such mutual agreements for reciprocal assistance that may be deemed necessary.
7. Carry out other duties as may be required by and in conjunction with the county, state and federal emergency preparedness programs.
8. The Lakewood Police Department recognizes the need to rehearse our Emergency Mobilization Plan. Part of this rehearsal process establishes the availability of all essential personnel in the event of an emergency or unusual occurrence.

The rehearsal will occur periodically on an established date. The Communications Section will be responsible for contacting all essential personnel. A record of personnel contacted, those unable to be contacted, and any delays in response time will be used to evaluate availability of essential personnel. This process will verify home phone numbers as well as the department's ability to contact on-call personnel in the event of emergencies or unusual events.