

4902 NATIONAL INCIDENT MANAGEMENT SYSTEM

A. Policy

The National Incident Management System (NIMS) is the standard across the country for emergency incident response by government, private-sector, and non-governmental organizations. The Lakewood Police Department supports the interoperability and compatibility goals of the system and will conform to the concepts and principles of NIMS.

The NIMS is comprised of several components, including:

- Command and Management
- Preparedness
- Resource Management
- Communications and Information Management
- Supporting Technologies
- Ongoing Management and Maintenance

B. Procedure

1. NIMS Command and Management structures are based on the following three organizational systems:
 - a. The **Incident Command System (ICS)** defines the operating characteristics, management components, and structure of incident management throughout an incident.
 - b. **Multi-agency Coordination Systems** define the operating characteristics, management components, and organizational structure of supporting entities during the incident.
 - c. **Public Information Systems** include the processes, procedures, and systems for communicating timely and accurate information to the public during emergency situations.
2. In advance of any potential incident, preparedness activities are conducted that involve a combination of:
 - a. Planning, training, and exercises.
 - b. Personnel qualification and certification standards.
 - c. Equipment acquisition and certification standards.
 - d. Publication management processes and activities.
 - e. Mutual aid agreements and Emergency Management Assistance Compacts.

3. NIMS defines standardized mechanisms and establishes requirements for Resource Management describing, inventorying, mobilizing, dispatching, tracking, and recovering resources over the life of an incident.
4. A standardized framework for Communications, Information Management, and Information-sharing, NIMS is used to ensure effective and interoperable communications processes, procedures, and systems for incident management and commonly accepted architectures for efficient information flow.
5. Technology and technological systems such as voice and data communication systems, information management systems, and data display systems, facilitate incident management activity.
6. Ongoing management and maintenance of incident management systems will involve routine review and refinement of the system and its components.
7. Unified Command

Unified command is shared responsibility for overall incident management as a result of a multi-jurisdictional or multi-agency incident. In the event of conflicting priorities or goals—or where resources are scarce—there must be a clear line of authority for decision-making. The agencies work together to analyze intelligence information and establish a common set of objectives and strategies.

1. Single-jurisdiction, multiple-agency incidents.
2. Multi-jurisdictional incidents.
3. Individuals representing involved agencies or jurisdictions share command responsibility.

8. Area Command

An Area Command is an organization established to oversee the management of multiple incidents that are each being managed by an ICS organization or to manage a large incident that crosses jurisdictional boundaries.

9. Multi-Agency Coordination Systems (MAC)

Generally organized at the county, state, or federal levels, MAC groups are formed for supporting the incident management of large or wide-scale emergencies that significantly impact local jurisdictions and where requests for critical resources exceed or may exceed available resources. MAC groups do not direct tactical and operational responsibilities. MAC groups include representatives from impacted jurisdictions and agencies who are authorized to commit agency resources and funds. The primary functions of a MAC group include:

- a. Support incident management policies and priorities.

- b. Facilitate logistics support and resource tracking.
- c. Make resource allocation decisions based on incident management priorities.
- d. Coordinate incident-related information.
- e. Coordinate interagency and intergovernmental issues regarding incident management policies, priorities, and strategies.

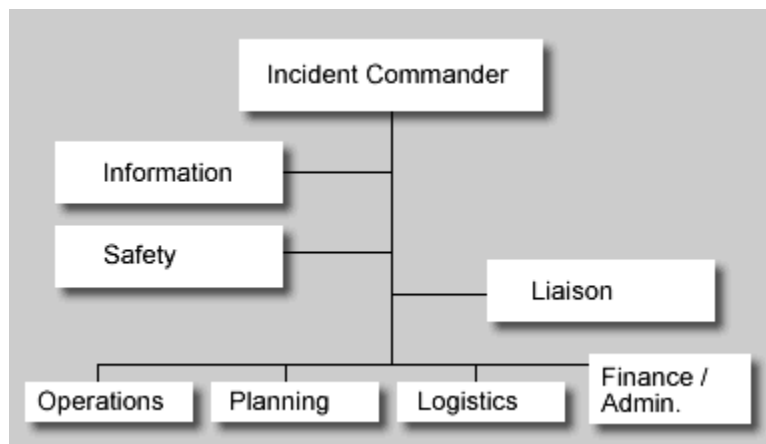
4903 INCIDENT COMMAND SYSTEM

A. Policy

The Incident Command System (ICS) is the foundation for all-risk emergency planning and response. Federal law requires that ICS be used in managing certain types of incidents, such as hazardous materials. ICS has been adopted as an integral part of the National Incident Management System (NIMS). ICS provides for common elements in organization, terminology, and procedures. It provides for timely combining of resources.

ICS concepts, principles, and structures include:

- Unity of command
- Modular organization
- Consolidated Incident Action Plan
- Common terminology
- Unified Command and Multi-Agency Coordination
- Effective span of control
- Designated incident facilities and resources
- Integrated communications



The Lakewood Police Department uses the Incident Command System in managing the response to tactical incidents and in planning for special events.

C. Rule

1. Incident Command System training shall be provided in the recruit academy and in the annual in-service sessions. The department shall annually participate with other agencies in multi-agency exercises. All such training shall be documented.
2. Any incidents that require more than normally scheduled resources or that require the activation of the SWAT or Hazmat Teams, or that require written advance plans shall have after-action reports.

4904 ICS COMMAND FUNCTION

A. Policy

The command function of the Incident Command System is the most critical function in managing the response to tactical incidents. The Incident Commander establishes the ICS organization needed to handle the event. Whether handled by only one person or a complex organization of components, command of the incident is responsible for ensuring the proper operating characteristics, the proper establishment of management components, and the proper structure of response entities throughout an incident. In larger, complex incidents, the Incident Commander manages the organization and not the actual incident itself.

B. Procedure

1. The ICS structure develops from the "first in unit" at any incident. *The command function is always established.* The Incident Command System is used for any pre-planned or emergency event. Based on the incident's management needs and department protocols, the Incident Commander is designated as soon as practicable.
2. The commander's tasks are to:
 - a. Initiate or confirm through the communications center that personnel and resources sufficient for the incident have been notified and are being mobilized.
 - b. Establish a Command Post
 - (1) Ensure that the command post, staging area, or other incident facilities are established, are properly located, and are functioning.

The Command Post (CP) is the location from which all incident operations are directed. The CP is the location from which direction, control, coordination, and resource management are exerted over the incident. Ideally, the CP will house the:

- Incident Commander / Unified Command
- Planning Function

- Communications
- Intelligence Function
- All agency representatives

In some incidents, however, housing all of these persons at the CP may not be practical. In this case, *separate areas* must be clearly designated for that incident. Separate areas may include staging areas, media (PIO) area, medical area, or decontamination area.

- c. Determine need for mutual aid support from other agencies or entities. Establish Unified Command if necessary.
- d. Establish the initial Communications Plan
- e. Evaluate the hazard environment for safety of personnel. Assign Safety Officer.
- f. Provide emergency public safety information through the Public Information Officer (PIO) and establish a media information center and / or media zones.
- g. Establish the ICS organization command staff as needed, to include: Public Information Officer, Intelligence Officer, and/ or Liaison Officer.
- h. Delegate authority as appropriate by appointing Section Chiefs and establishing sections for Operations, Planning, Logistics, and Finance.
- i. Determine the need for and placement of the Intelligence function within the ICS organization.
- j. Determine response objectives and communicate the Incident Action Plan (IAP). In large-scale incidents, a written action plan should be considered as soon as possible. Written action plans must be prepared when incident response exceeds one operational (12 hours) period.
- k. Identify needed resources
 - (1) Determine need for mutual aid support from other agencies or entities.
 - (2) Request Emergency Operations Center (EOC) support and / or Multi-Agency Coordination (MAC) through the Jefferson County Office of Emergency Management if needed.
- l. Identify Contingencies

- m. Plan for orderly demobilization
- n. Prepare a documented After-Action Report

4905

ICS OPERATIONS FUNCTION

- A. In establishing the Incident Command System organization at an event, the Incident Commander may handle the operations function himself or delegate his authority for this function to the Operations Section Chief. The operations function is responsible for managing all tactical operations at the incident. The need to expand the Operations Section is generally dictated by the number of tactical resources involved and is influenced by span of control considerations.
- B. Procedure
 - 1. Major responsibilities of the Operations Section Chief are to:
 - a. Execute the tactical plan

Supervise the accomplishment of the operations portion of the Incident Action Plan through close communication with the Incident Commander, close contact with subordinate positions, and thorough interaction with other ICS components.
 - b. Manage safe tactical operations
 - (1) Establish Tactics

Develop appropriate strategies for safely achieving specified incident objectives.

Determine and assign appropriate resources for the tactics.

Monitor the performance of the tactics to determine if the strategies and resources are safe, valid, and adequate.
 - (2) Establish perimeters

Depending on the incident, security or exclusionary control zones are protected by established perimeters. The number of zones created is dependent on the type of incident.

A containment perimeter may be established for containing criminal or terrorist suspects or, in the case of hazardous materials or explosives, to maintain safe

distances around the contaminant or hazard until the danger can be mitigated.

A zone may be established outside the containment perimeter to exclude persons not directly involved in the incident response efforts. Law enforcement, Fire/Rescue/EMT, Hazmat, or other personnel necessary in the handling of the incident will generally operate inside this perimeter.

Another perimeter may be established outside of the above zones to exclude vehicular traffic from entering an operational or danger zone. Controlling and directing the flow of traffic around the scene with minimum disruption is an integral part of incident control.

(3) Maintain Security

In addition to containment perimeters, the Operations Section Chief should be responsible for delegating responsibility for event security. Facilities, be they fixed or temporary, should have sufficient security to prevent or mitigate unexpected danger, theft, or unauthorized access. Incident security will allow personnel assigned to the event to focus on assigned objectives rather than on personnel or equipment protection.

Security details should maintain control of the Command Post, all Staging Areas, Equipment Depots, and other established incident facilities as needed.

(4) Conduct evacuations

Life safety at the scene of an incident is the top priority. Necessary evacuations may stem from widely varied circumstances including: injured persons; contaminated persons; persons in continuing danger area; persons interfering with operations; and at-risk populations.

Evacuation related notifications should be coordinated through the Public Information Officer and approved by the Incident Commander. They may be public safety announcements, made through media sources, reverse telephone calls, or door-to-door contact. The evacuation plan should include established shelter locations, hospital notifications, decontamination precautions, recommended egress routes, and sources for updated all-clear information. Transportation for evacuees, such as ambulances, buses, or other means should be coordinated or arranged.

Depending on the circumstances, methods of recording completed evacuations or contacts should be maintained.

(5) Handle Detainee Issues

Persons detained or arrested during an incident shall be processed, transported, and confined per normal arrest protocols. A large number of arrestees arising from event circumstances shall be handled as described in the police department manual section regarding Mass Arrests.

(6) Manage resources

The operations chief will request additional resources when needed to support current tactical operations. If the resources are already staged, the Ops Chief will direct their deployment. As functional elements achieve their objectives, the Ops Chief will approve their release from their current assignment and re-stage or re-assign as needed.

(7) Whether an event is the result of criminal action, natural phenomenon, accident, or other circumstances, the Operations Section Chief shall cause an investigation to be conducted documenting the incident. The Incident Commander will be kept apprised of developing information.

Responsibility for investigations extending past the incident duration, remain the responsibility of the Ops Chief until / unless delegated to a more appropriate entity and the transition has been appropriately communicated.

Reports detailing the investigation shall be filed in the police department records section.

c. Update Incident Action Plan

The Operations Section Chief, in close communication with the Incident Commander, will make or approve expedient changes to the operations portion of the IAP. In events lasting more than one operational period, the Operations Section Chief will assist in the development of the IAP for the next operational period by completing a written form prior to a planning meeting or as directed by the Incident Commander.

ICS PLANNING FUNCTION

- A. The ICS Planning Section collects situation and resources status information, evaluates it, and processes the information for use in developing incident action plans. Dissemination can be in the form of the Incident Action Plan, formal briefings, or through map and status board displays. Personnel and resource status information is used to formulate and distribute the eventual demobilization plan. The Planning Section maintains incident documentation files in a large incident.
- B. Procedure
 1. If activated, the Planning Section is managed by the Planning Section Chief who is a member of the ICS general staff under the Incident Commander.
 2. Major responsibilities of the Planning Section Chief:
 - a. Collect and manage all incident-related operational data.
 - b. Provide input to the Incident Commander and Operations Section Chief for use in preparing the Incident Action Plan.
 - c. Supervise preparation of the Incident Action Plan.
 - d. Conduct and facilitate planning meetings.
 - e. Reassign personnel already on site to ICS organizational positions.
 - f. Establish information requirements and reporting schedules for Planning Sections units such as Resources Unit, Situation Unit, Demobilization Unit, and Documentation Unit.
 - g. Determine the need for specialized resources to support the incident such as meteorologists, hazmat specialists, structural engineers, or bomb technicians.
 - h. Assemble information on alternative strategies and contingency plans.
 - i. Compile and display incident status information.
 - j. Oversee preparation of the Demobilization Plan.
 - k. Incorporate Traffic, Medical, Communications Plans, and other supporting material into the Incident Action Plan.
 3. Incident Action Plan

Every incident or event should be managed according to a plan. The Incident Action Plan (IAP) may be verbal or written. It is not always possible to have a written IAP. In simple and even some complex events of short duration, the IAP will be developed by the Incident Commander and communicated to subordinates in a verbal briefing. In larger incidents, organizational components are responsible for contributing information to the IAP.

Written Incident Action Plans documenting planning decisions should be considered whenever:

- Two or more jurisdictions are involved
- The incident continues into another operational period.
- A number of organizational elements have been activated.

Written Incident Action Plans provide:

- A clear statement of objectives and actions.
- A basis for measuring work and cost effectiveness.
- A basis for measuring work progress.

Written action plans will be prepared by the Planning Section, as directed by the Incident Commander. ICS forms are available for the parts in any plan. Essential elements in the Action Plan include:

- Statement of Objectives – What is expected to be achieved. Objectives must be measurable.
- Continuity of Operations Plan (COOP) / Continuity of Government (COG) Organization – Describes what elements of the ICS organization will be in place for the next Operational Period. This planning is designed to ensure continuous performance during subsequent operational periods and to ensure that the essential functions of the department and the City remain viable and protected throughout the emergency until normal full services are restored.
- Tactics and Assignments – Describes tactics and control operations and what resources will be assigned.
- Supporting Material – Examples include a map of the incident, Communications Plan, Medical Plan, Traffic Plan, weather data, special precautions, and safety message.

4. Incident Demobilization

Demobilization planning helps to assure a controlled, safe, efficient, and cost-effective means to scale down from an incident and return to normal operations.

- a. Smaller incidents, with only few tactical resources assigned and a partial ICS organization, are relatively simple and may not require a written plan.
- b. On larger, multi-agency operations, the Planning Chief should consider assigning demobilization planning to a separate unit with no other responsibilities.
- c. All elements of the organization should be involved in determining the release priorities but only after a full understanding of the long-term needs of the incident.
 - (1) Planning Section – Has basic information on resources such as check-in lists and briefing forms.
 - (2) Liaison Officer – Knows terms of agreements involving use and release of other agency's resources.
 - (3) Safety Officer – Considers physical condition of personnel, personal needs, and adequacy of transportation.
 - (4) Logistics Section – Handles transportation availability, communications, maintenance, and continuing support.
 - (5) Operations Section – Knows continuing needs for various kinds of tactical resources.
 - (6) Finance / Administration Section – Processes any claims, time records, and costs of individual resources which are a factor in determining release.
 - (7) Agency Dispatch Centers – Give high priority to timely return of resources.
- d. Demobilization Plan

The Demobilization Plan should have the following sections:

- (1) General Information – A discussion of the demobilization procedure.
- (2) Responsibilities
- (3) Release priorities
- (4) Release Procedures
- (5) Directory (Maps, telephone listings)

5. Intelligence Function

The sharing and analysis of information and intelligence is an important part of the ICS. Related to an incident response, intelligence may include general or specific criminal / terrorist / security information, suspect description and history, risk assessments, medical intelligence, weather information, geospatial data, structural designs, toxic contaminant levels, or utility and public works data.

- a. The information and intelligence function is generally located as a unit in the Planning Section. In certain situations, the Incident Commander may assign it within the Command Staff, as a Branch within the Operations Section, or even as it's own Section.
- b. Information and Intelligence Unit responsibilities include:
 - Gather incident related information or previously analyzed intelligence from any/all available sources.
 - Analyze information/intelligence in context of event circumstances.
 - Disseminate event intelligence as directed by the Incident Commander ensuring that sensitive information reaches the correct personnel and is protected.
 - Develop, conduct, and manage operational and informational security plans as directed in the IAP.
 - Coordinate the information/operations security plans with the Public Information Officer both to receive information and to provide or restrict public awareness of those plans.

4907 ICS LOGISTICS FUNCTION

A. Policy

The Logistics Section will provide or arrange for all incident support needs including:

- Facilities
- Transportation
- Communications
- Supplies
- Equipment maintenance and fueling
- Food services for responders
- Medical services for responders
- Specialized Team and Equipment Needs
- Personnel resources

B. Procedure

1. The Logistics Section Chief will determine the need to activate or deactivate units responsible for the following support or service needs. Six units may be activated. When a specific unit is not activated, the responsibility for that unit's duties remains with the Section Chief.
 - Supply Unit – Responsible for ordering, receiving, processing, and storing incident related resources including specialized team and equipment needs.
 - Facilities Unit – Responsible for set-up, maintenance, security and demobilization of incident support facilities except staging areas. These areas include the Command Post and other areas used for bases, feeding, sleeping, and sanitation facilities.
 - Ground Support Unit – Responsible for maintenance, service, and fueling of mobile equipment and vehicles. Responsible for transportation of personnel, supplies, and equipment. Responsible for the Incident Traffic Plan. Responsible for transportation needs of evacuations and mass arrests
 - Communications Unit – Responsible for developing plans for the use of incident communications equipment and facilities; installing and testing communications equipment; supervision of an incident communications center, and the distribution and maintenance of communications equipment.
 - Food Unit – Responsible for supplying food needs for the entire incident including any remote locations and tactical personnel unable to leave field assignments.
 - Medical Unit – Responsible for the medical needs of incident assigned personnel, development of Incident Medical Plan, and assistance to Finance Section in processing injury-related claims.

2. The Logistics Section Chief will be responsible to:
 - Manage all incident logistics.
 - Provide logistical input to the Incident Commander in preparing the Incident Action Plan (IAP).
 - Briefing subordinates as needed
 - Identify anticipated and known incident service and support requirements.
 - Request additional resources as needed.
 - Develop, as required, the Communications, Traffic, and Medical Plans.
 - Oversee the demobilization of the Logistics Section.

4908

ICS FINANCE / ADMINISTRATION FUNCTION

- A. When the involved agencies in a major incident have a specific need for finance services, the Finance / Administration Section should be activated. The Finance / Administration Section is responsible for managing all financial aspects of an incident.

- B. Procedure

1. The Finance Section Chief may activate four units depending on incident needs:
 - Time Unit – Responsible for ensuring the accurate recording of daily personnel time and compliance with specific agency time recording policies.
 - Procurement Unit – Responsible for handling financial matters related to vendor contracts, leases, and fiscal agreements. The unit also manages equipment time records. Responsible for establishing sources for equipment and supplies; managing rental agreements; and processing billing invoices. This unit must work closely with the Logistics Section Supply unit.
 - Compensation / Claims Unit – Responsible for overseeing completion of forms and reports of incident injuries including workers compensation. Responsible for investigating all claims arising from an incident (other than injury).
 - Cost Unit – Responsible for incident cost analysis and collection of all cost data. May provide estimates of costs related to strategies for achieving incident objectives. If applicable, this unit prepares appropriate reimbursement documents.

4909 RIOTS

B. Procedure

1. Command
 - a. It shall be the responsibility of the Sector Commander to assume command of the police resources responding to a major disturbance or riot and to designate a command post where all responding personnel shall assemble. The Sector Commander who assumes this role of incident commander shall be on scene at the command post and therefore would be unable to perform the dual responsibility of being the Sector Commander in command at the station. For this reason a supervisor shall remain at the station to coordinate with the incident commander and to assume command responsibility for all nonincident related matters occurring in the city and to make the necessary notifications for the incident commander.
 - b. The command post shall be located away from the affected area and have the necessary space and facilities to be a defensible staging area for the duration of the incident. It should be convenient enough to the problem area to launch counter measures against the disturbance without there being major delays or transportation problems.
 - c. Personnel of all ranks responding to the command post are no longer permitted the prerogative of individual courses of action

without the advice and direction of the incident commander unless exigent circumstances exist. The paramilitary nature of the department during emergencies such as a riot shall become a strict, military one.

2. Tactics

- a. The response tactics to be employed by the incident commander are to be predicated upon the size and nature of the disturbance, the presence of sufficient police and nonpolice personnel and equipment, and the prospects of success without sacrificing these personnel and without further risking the public safety outside the affected area.
- b. Depending on the size and nature of the disturbance, the following options are available:
 1. Use available Lakewood personnel to disperse the crowd.
 2. Contain and isolate the affected area with available Lakewood personnel. Call for additional Lakewood personnel.
 3. Provide escape routes for the crowd.
 4. Using additional Lakewood personnel, disperse the crowd.
 5. Utilize Lakewood and mutual aid (police) resources to contain and isolate the affected area.

3. Notifications - Immediate

The following notifications are to be made:

- a. Patrol Division commander: shall be notified personally by the Sector Commander and as soon as possible.
- b. Chief of Police: notification made by the Patrol Division commander or, at his direction, by the Sector Commander.
- c. Mutual aid (as necessary): the Chief of Police or a command officer of the rank of Division Chief shall authorize the request for mutual aid. This request shall be specific as to what assistance is needed and a teletype documenting the request shall be sent.
- d. Other intradepartmental notifications (as necessary). These notifications to be made at the discretion of the Patrol Division commander or the Sector Commander.

4. Other Notifications

- a. City manager: notification by the Chief of Police or a Division Chief.
- b. Other City department head notifications: notifications made by and at the direction of the city manager or the Chief of Police.

5. Checklist

Objectives and Priorities:

- a. Protect life.
- b. Protect property.
- c. Contain and control the disturbance.
- d. Disperse the disturbance.
- e. Arrest violators.

Equipment, individual short term:

- a. Baton (personal issue).
- b. Helmet.
- c. Field jacket and gloves.

Equipment and supplies, long term:

- a. Riot baton.
- b. Shields (if available) and facemasks.
- c. Chemical agents.
- d. Gas masks.

Other areas for attention or action:

Mass Arrests

Field Processing

Prisoner Transport

Mutual Aid

Call Modification

PIO

SWAT

Mutual Aid (requested and authorized by the Chief of Police):

- a. Jefferson County Sheriff's Department.
- b. Denver Police Department.
- c. Colorado State Patrol.
- d. Arvada Police Department.
- e. Wheat Ridge Police Department.
- f. Governor - Colorado National Guard.

Fire departments and paramedics:

- a. West Metro Fire Department.
- b. Littleton Fire Department.
- c. Private ambulance services.

Ambulance and hospital (Flight for Life):

- a. St. Anthony Hospital.
- b. Lutheran Hospital.
- c. Swedish Medical Center.

Crime Lab

Emergency Preparedness Coordinator

Lakewood Red Cross

Other:

- a. Jefferson County Social Services.
- b. Federal Protective Service.

- c. Jefferson County Schools Security.
- d. Jefferson County Health Department.
- e. State Health Department.
- f. Colorado Barricade.
- g. KOA radio - emergency broadcast station.

Traffic control in non-endangered perimeter areas can be performed by nonpolice personnel, Animal Control, Park Rangers, Court Marshals, police Explorer Scouts, citizens, etc.

Gasoline, food, rest area, latrine.

Tow trucks, OPG.

District Attorney.

Coroner.

Helicopter: DPD, JCSD.

Barricades.

Film documentation, news media.

Mutual aid TTY assigned to noninvolved functions.

Maps.

Other City departments and divisions:

- a. Public Works.
- b. Community Development
- c. Purchasing

Incident log

4910 MASS ARRESTS

B. Procedure

1. A mass - arrest situation exists when, in the judgment of the patrol Sector Commander, the number of persons to be arrested out of a single

incident exceeds the department's ability to perform normal arrest, booking, and reporting procedures.

2. Sufficient police manpower shall be gathered before any enforcement action is taken at the scene of the mass arrests.
3. The Criminalistics Unit shall be notified for deployment of field identification teams.
4. Purchasing Division is on 24-hour call and shall be contacted for any required supplies or equipment beyond normal inventories.
5. Frequent, extensive security checks shall be made of all City facilities and parking areas by the desk agent or Patrol units following mass arrest situations. Any groups gathering in the Police Department lobby shall be kept under close surveillance.
6. The on - call District Attorney's deputy and the on - call County Court judge shall be contacted, as needed, by the Patrol Sector Commander.
7. At the arrest scene, police vehicles shall be parked and secured at one location and at least one agent shall be left with the vehicles for security purposes.
8. Each agent on scene shall be equipped with a helmet and a police baton. Agents shall also be equipped with flex - cuffs to supplement regular handcuffs.
9. Police personnel at the scene shall remain together as much as possible. No agent shall leave the group to pursue a subject into or through a crowd.
10. Arrestees shall be immediately removed from the arrest scene and taken to a field processing center. Arresting agents shall return to crowd control duties as quickly as possible.
11. Should the number of arrestees exceed the capacity of the police department booking and holding cell facility, arrestees shall be transported directly to the County Jail, or an appropriate place of confinement or released as soon as possible after field processing. The standard procedures for transporting prisoners shall apply to mass arrests. In the event that buses or other mass transportation vehicles are used, the procedures for the prisoner transport van shall apply.
12. Should a place of temporary confinement be necessary prior to incarceration at a jail facility, arrangements for medical treatment, food, water, and sanitation facilities shall be made for arrestees.
13. Persons not to be taken into custody shall be left an escape route by which to peacefully leave the area, either on foot or by vehicle. Police vehicles shall not be parked so as to block streets unnecessarily.

C. Rule

1. Only one agent or supervisor shall give instructions to the crowd. The instructions given and the name of the person giving them shall be documented in written reports.
2. The on - scene commander shall account for all police personnel and equipment before leaving the arrest site.

4911 FIELD PROCESSING OF MASS ARRESTEES

B. Procedure

1. Agents shall be assigned as needed to maintain order in a field processing area.
2. Arresting agents shall complete the subject, charges (except summons no.), and narrative sections of a custody report for each arrestee. Arresting agents shall note briefly in the narrative section of the custody report the arrestee's actions leading to his arrest.
3. The custody report shall be sent with the transporting agent to the prisoner's place of confinement or release.
4. The agent assigned the disposition of the prisoner shall complete the disposition and juvenile - supplement sections of the custody report, as necessary. The agent assigned the disposition of the prisoner shall also complete any required summonses if the prisoner is to be jailed.
5. Arresting agents shall remove each prisoner's property and place it in a paper evidence bag. The bag shall be stapled shut and the agent's badge number, the prisoner's name, and field booking number shall be written on the bag. Agents shall also note any large sums of money or items of exceptional value on the outside of the bag. The prisoner's property shall be sent to the prisoner's place of confinement or release.
6. Any evidence seized as the result of a mass-arrest incident shall be turned over by the arresting agent to an identification technician at the field processing area.
7. The identification technician shall complete a Property report noting the time, date, and the agent from which the evidence was received. The evidence shall be sealed in an appropriate container which is identified as evidence, initialed by the technician, and have the arrestee's field booking number placed on it.
8. All evidence shall be placed in a secure location by the technician and shall be transported by the technician to the Lakewood Police Department Property Control Unit at an appropriate time.

9. After completing the appropriate sections of the custody report, ensuring a proper disposition of the prisoner's property and any associated evidence, and assisting in field processing the arresting agents shall turn the arrestee over to agents assigned to the field processing area and return to crowd control duties.
10. Field prisoner booking shall be completed by field identification teams.
11. A field identification team shall consist of a minimum of 2 identification technicians who have assigned kits which contain all necessary items to provide a positive field identification.
12. One identification team shall be assigned to the command post or other designated location. Remaining field identification teams shall be assigned to mobile crime units or on call.
13. The Criminalistics Section may establish and use code letters to represent charges on field booking materials. Code letters shall not be used, however, on the custody report or any summonses.
14. The Criminalistics Section shall display, in the field processing area for agents and any assisting officers to see, the case report number for the incident, and any code letters used, along with the charges they represent.
15. A field booking number shall be assigned to each arrestee. This number shall be separate and distinct from any type of numbering system now in use. This number shall not replace the ID number, case number, or jail booking number and shall be used only when mass arrest procedures are in effect. This number shall be placed on the back of the 8 - by 8 - inch field booking card and shall be large enough to be seen in a photograph.
16. One photograph shall be taken of the prisoner and the arresting agent. For the purpose of the photograph, the field identification number shall be held by the arresting agent in a visible manner.
17. The prisoner's name, date of birth, field booking number, and code letter of charges placed shall be entered into the field booking log by the identification technician.
18. The identification technician shall place the following information on the reverse side of the 8 - by 8 - inch field booking number card:
 - a. Prisoner's name.
 - b. Date and time of arrest.
 - c. Agent's name and badge number, if applicable, or employee number.

- d. Initials of identification technician.
 - e. Code letter of arrest charge.
 - f. The prisoner's right 4 fingers printed simultaneously.
19. The photographic memory card and the booking card shall be taken to Lakewood Police Department when the arrestees are transported.
 20. The identification technician shall write the field arrest booking number on the right forearm of the prisoner in permanent black felt tip pen.
 21. Upon completion of field processing, prisoners shall be taken to a place of release where they are released in accordance with standard procedure or the prisoners shall be taken to a place of confinement.
 22. Prisoners who are not incarcerated shall normally be released at the Lakewood Police Department. If the police facility is in close proximity to the disturbance area increasing the likelihood that released prisoners will again become involved in the disturbance, an alternate release location shall be arranged by the Patrol Sector Commander.
 23. As soon as the approximate number of persons to be incarcerated is known, the appropriate confinement facilities shall be advised by the Patrol Sector Commander.

C. Rule

There shall always be an agent present at the field processing area for security purposes.

4912 MASS ARREST REPORTS

B. Procedure

1. One case report number shall be used for an entire incident, and it shall appear on each custody report.
2. Only one narrative shall be written for the entire incident. It shall be prepared by one agent. It shall begin with a numerical listing of all persons arrested in the incident chronologically. The narrative does not need to describe each arrestee's part in the disturbance, because this shall be noted briefly on each custody report.
3. The narrative shall follow standard department format and include information on:
 - a. The source and number of complaints received by the police.

- b. The verbatim instructions given to the crowd and the name of the person giving them.
- c. All Lakewood Police Department personnel making arrests listed as witnesses.
- d. Any injuries sustained by Lakewood Police Department personnel.
- e. Whether or not the arrestees had been drinking and where.

4913 MUTUAL AID

A. Policy

The policy of state assistance to local government in major disorders and unusual occurrences is to support local law enforcement with state resources after local and adjacent government aid has been reasonably committed, or whenever the magnitude of the emergency is such that the best interest of the state will be served by the involvement of state resources before the commitment of all local agencies.

B. Procedure – Statutory authority for the provision of Mutual Aid

1. A public safety agency may, at any time, be faced with a situation which requires more staffing and materials than the agency can immediately provide. Such circumstances frequently require immediate and extraordinary action in order to preserve life and property. Mutual aid between agencies in traditional and legally recognized relationship in the State of Colorado. Mutual aid may be requested by one agency of another under almost any circumstance.
2. Colorado Revised Statutes provide the specific legal authority for agencies to assist each other. These statutes also address the police powers of the assisting personnel, command authority, civil liability, and workers compensation aspects of such arrangements.
3. C.R.S. 29-1-202 through 29-1-206, inclusive, provide the specific legal authority for agencies to contract or cooperate with each other to provide function, service of facility.
4. The City of Lakewood Ordinances outlines the legal authority of City Officials to declare emergency situations and summon assistance when appropriate.

4914 MUTUAL AID REQUESTS OF LAKEWOOD

A. Policy

This department participates in mutual aid agreements and shall assist area agencies in those incidents where the local agency lacks the resources and has made a request for assistance to this department.

B. Procedure

1. Upon receipt of a mutual aid request for the department, the Chief of Police or a member of command staff shall be notified immediately.
2. The request shall be approved by the requesting agency.
3. A tele-type request for assistance should be sent to the Lakewood Police Department by the requesting agency.

C. Rule

1. Mutual aid requests shall be approved by the Chief of Police or a member of command staff.
2. In the event that neither the Chief of Police nor a Division Chief can be contacted authorization shall be obtained from a command officer with the rank of Commander.
3. On mutual aid responses, the department accepts mission assignments only and receives its direction from Lakewood Police Department supervisors. The Lakewood Police Department supervisors shall coordinate the department's activities with the on - scene commander of the requesting agency.

4915 MUTUAL AID REQUESTS BY LAKEWOOD

A. Policy

When it is recognized that a local problem is exceeding or soon will exceed the ability of the Police Department to handle the situation, the department shall request mutual aid assistance from other law enforcement agencies in the metro area. The purpose of this procedure shall be to provide a guideline to follow when this department has to deal with a police problem that has or is taxing the limits of the department's ability to handle. This policy in no way restricts, for example, a Sector Commander calling for assistance from surrounding law enforcement agencies to deal with an immediate short term problem, such as a large unruly crowd at one of the city parks.

B. Procedure

1. Based upon a recognized need for mutual aid assistance, the Chief of Police or a Division Chief shall be notified immediately and briefed concerning the situation.
2. The decision shall then be made by the Chief of Police or a Division Chief and the commander of the emergency situation as to what equipment and people will be needed and which law enforcement agencies to contact.
3. The Chief of Police or a Division Chief shall authorize a detailed teletype requesting mutual aid be sent. In the event that the need for assistance is immediate, the initial contact or request shall be made by the telephone and followed by a teletype.
4. In the event that the Chief of Police cannot be contacted, authorization shall be obtained from a command officer with the rank of Commander or above.

C. Rule

1. The teletype requesting mutual aid shall include the following:
 - a. Reason for mobilization.
 - b. Date, reporting time, and weather conditions.
 - c. Manpower requested and an estimate of how long they will be needed.
 - d. Assembly point and the name of the Lakewood supervisor to report to.
 - e. Uniform and equipment needed.
2. An emergency operations center or command post shall be developed and should be large enough to house all personnel involved in the decision-making, command, and support processes. This includes commanders of other jurisdictional units.
3. A Lakewood agent shall be on duty at all times to receive the responding units, log them in, and log them out as they respond to assignments.
4. Even though time may be of the essence, a plan shall be developed to brief the responding units about the nature of the emergency and the role they are going to play in resolving the situation.
5. A separate room with map space and radio monitoring capabilities should be set aside for the other responding jurisdictional units. A knowledgeable staff assistant should be assigned to that room to help those units with problems that may arise.

6. Responding units shall be kept under the command and control of their supervisors. However, the supervisors shall report to the commander of the Lakewood operation for instructions.
7. When it becomes necessary to move personnel who are not familiar with the geography of the city of Lakewood, a Lakewood agent shall be assigned to those groups to expedite such movements.
8. When significant changes are made in the operating plan, the commanders of other jurisdictional units shall be included in the planning process.
9. The commander of the Lakewood operation shall be responsible to keep an operational log in chronological order of the event. If the emergency operations center is separate from the command post, 2 logs shall be maintained.
10. Mass-arrest situations shall be handled as outlined in the Department Manual.
11. Media shall be handled as outlined in the Department Manual.
12. At the conclusion of the operation, the commander of the Lakewood operation shall hold a critique and then complete a comprehensive report to be sent to the Lakewood Chief of Police and the chief law enforcement administrator of the assisting agencies, which shall include:
 - a. An explanation of events that led to the emergency operation.
 - b. A list of all the agencies and personnel involved.
 - c. A list of all equipment requested and used, to include a brief explanation of equipment lost, damaged, or stolen and the cost to replace or repair said equipment.
 - d. Identification of injuries to personnel involved in the operation.
 - e. A list of damage to any public or private property caused by the emergency.
 - f. A list of persons arrested by name, date arrested, charge, and arresting agent.
 - g. A detailed breakdown of all other costs.

4919

NIGHT VISION EQUIPMENT

A. Policy

The night vision program was established to provide members of the Lakewood Police Department with a method to see objects or people in the dark, when an alternative light source is not practical. The primary function of night vision is to afford the user the ability to see in low light conditions to the point where the user can take action, make decisions, and move with a higher degree of safety and effectiveness.

B. Procedure

1. General

- a. Suspects will often conceal themselves in dark areas while either attempting to commit a crime or when fleeing from a crime.
- b. Night Vision Devices (NVDs) will allow a Police Agent to see in dark areas without the use of an alternative light source that would also illuminate the officer.
- c. NVDs can also be a valuable resource during rescue operations in low light conditions.
- d. The Lakewood Police Department authorizes the use of Night Vision Devices by Special Weapons and Tactics (SWAT) members and other specially trained personnel. Only department issued NVDs may be used by department personnel during the course of duty, unless otherwise authorized.
- e. Agents using this equipment must be familiar with its components, capabilities, and limitations, and be able to troubleshoot technical problems if and when they occur during use.
- f. Night Vision Devices (NVDs) include night vision monoculars, thermal imagers, and support equipment to include infrared lasers and illuminators.
- g. When using an NVD and contact with a suspect is likely, Agents are strongly encouraged to utilize a cover agent.

2. Training

- a. Agents must attend and successfully complete training for the use of NVDs.
- b. This training should include the nomenclature, proper use of and limitations of NVDs.

C. Rule

1. Personnel shall receive training in the use of NVDs prior to use of this equipment on duty.
2. Personnel will not use NVDs for routine operation of a motor vehicle. Agents may use NVDs to operate motor vehicles during tactical operations after receiving training in the use of NVDs for driving.
3. Personnel utilizing NVDs in conjunction with firearms shall qualify prior to use on duty. Personnel shall re-qualify annually. This does not preclude an agent from transitioning to a weapon and using it independently of the NVD.

4920 SPECIAL WEAPONS AND TACTICS TEAM

A. Policy

The West Metro Special Weapons and Tactics Team (SWAT) provides the cities of Lakewood and Wheat Ridge with a highly trained, specially equipped unit to respond to and manage incidents which are beyond the scope of normal operations. The Special Weapons and Tactics Team is maintained to supplement other departmental resources. SWAT is comprised of a Tactical Unit and a Negotiations Unit and tactical dispatchers, which are specially trained and equipped to respond and handle such incidents.

B. Procedure

1. The SWAT Team shall be a non-divisional unit, which reports to the Patrol Division Chief.
2. The Lakewood component of the West Metro SWAT Team shall be comprised of the following personnel:
 - a. SWAT Commander(s) - Commander
 - b. Tactical Team leaders - Sergeants
 - c. Assistant Team Leaders - Agents
 - d. Tactical Team - Agents
 - e. Negotiations Team Leader - Commander, Sergeant or Agent
 - f. Negotiators - Sergeants or Agents
 - g. Tactical Dispatchers – Police Dispatchers
3. Assignment to the West Metro SWAT Team is voluntary. Personnel assigned to the SWAT Team assume this duty as a secondary assignment to their regular duties.

4. Incident command at a SWAT operation rests with the SWAT commander.
 - a. The SWAT commander has the authority to direct the operation and shall be responsible for its outcome.
 - b. The SWAT commander has complete responsibility for the overall operations at a SWAT situation.

Exception: When the SWAT Team is but one component of department resources involved in a major operation, the SWAT Commander and SWAT personnel shall function as assigned under the Incident Command system then in place.
 - c. Appearance of a command staff officer at a SWAT scene by itself, does not indicate he/she has assumed command, unless the staff officer makes an announcement indicating otherwise.
 - d. A command staff officer may make suggestions, however, he/she may not actively direct the operation unless the SWAT commander is properly relieved.
 - e. In situations, which develop from radio calls or spontaneous activities, the senior agent present shall initially be in command. The agent shall immediately request a supervisor who, upon arrival, assumes command. The supervisor remains in command at the scene until the arrival of the SWAT Team commander, at which time the SWAT Team commander assumes command of the operation.
 - f. Immediate deployment teams are under the command of the supervisor in charge of the incident until the arrival of SWAT supervisors.
 - g. During a tactical operation, the on-scene supervisor may authorize the use of less-lethal devices. Examples of these devices are diversionary distraction devices, tear gas/kinetic energy projectiles, and "shok-lock" rounds.
5. After the conclusion of a SWAT operation, a debrief and SWAT After Action Report will be completed.

C. Rule

1. Activation of the SWAT Team shall be at the direction and the discretion of the Sector Commander, except that:
 - a. The SWAT Team shall be activated in all cases wherein the suspect has committed a criminal act; and is possibly armed, and is in a position of advantage allowing him cover and

concealment; and is a potential threat to the lives of citizens and police; and refuses to submit to arrest.

- b. Utilization of the SWAT Team for warrant service is at the discretion of the Division Chief of the division holding the warrant, except that the SWAT team shall be used in all warrant services when the following circumstances are present:
 - 1) The location is barricaded or fortified against entry;
 - 2) There is reason to believe the suspect is armed and will use the weapon against police;
 - 3) The warrant service location is an active "Clandestine Lab";
 - 4) The suspect has a history of violent crimes against the police; or
 - 5) The warrant allows for "No Knock" entry.

4921 SELECTION OF LAKEWOOD SWAT TEAM PERSONNEL

B. Procedure

- 1. The SWAT commander(s) are appointed by the Chief of Police.
- 2. SWAT Team sergeants are appointed by the SWAT commander(s).
 - a. Sergeant appointments are subject to review and approval by the Patrol Division Chief and the Chief of Police.
 - b. SWAT sergeant applicants may be screened by an oral board interview process.
- 3. Assistant Team leaders are appointed by the SWAT Commander(s)
 - a. An Assistant Team Leader is assigned to each of the four SWAT Tactical Teams.
 - b. The Assistant Team Leader assists SWAT Team Sergeants during training and tactical missions.
- 4. Tactical Team Member and Crisis Negotiation Team (CNT) Selection
 - a. Openings are announced to all sworn personnel. Agents wishing to be considered will submit a memorandum of interest via the chain of command.

- b. An agent requesting assignment to the SWAT Tactical or Crisis Negotiation Team shall be evaluated on the following criteria:
 - (1) Minimum of three (3) years of sworn civilian law enforcement experience and must be off probation.
 - (2) Excellent physical condition, job proficiency, and firearms skills.
 - (3) Demonstrated ability in handling high stress situations.
 - (4) Recommendation of applicant's supervisor.
 - c. Personnel assigned to a task force are not eligible for testing.
 - (1) Should a SWAT sergeant/operator obtain a task force position, they are required to resign from the SWAT team.
 - d. SWAT Tactical Team and Crisis Negotiation Team applicants may be screened by an oral interview process. The board will consist of designated SWAT personnel.
 - e. All appointments to the SWAT Tactical Team and Crisis Negotiation Team are subject to the approval of the Patrol Division Chief and the Chief of Police.
5. Selection of SWAT Tactical Dispatchers
- a. Openings are announced by memorandum to all Communication Center personnel. Dispatchers wishing to be considered for the position will submit a memorandum of interest via the chain of command to the SWAT Commander.
 - b. Selection of Tactical Dispatchers shall be based on the following criteria:
 - (1) At least two (2) years as a Communications Center Dispatcher.
 - (2) Recommendation by applicant's supervisor.
 - (3) Past performance – demonstrated knowledge of communication and computer processes, adaptability to changing circumstances, resourcefulness, effectiveness under stress and strong teamwork ability.
 - c. Tactical Dispatcher applicants may be screened by an oral interview process. The board will consist of designated SWAT personnel.

- d. All appointments to the SWAT-CNT are subject to the approval of the CNT leader, the SWAT commander, the patrol division chief, and the Chief of Police.

4922 SWAT TACTICAL TEAM STANDARDS

B. Procedure

1. Firearms Proficiency: A 90 % accuracy rate is the expectation of all SWAT Team operators during range qualifications. This standard is applicable to each weapon used by the operator during an actual call-out.
2. Physical Fitness: SWAT operators are required to meet or exceed all department physical fitness standards. The SWAT commander(s) may establish minimum fitness test criteria for team operators.
3. Attendance: All SWAT Team operators shall complete at least 192 SWAT related training hours annually. Negotiators shall complete at least 140 SWAT related training hours annually. Attendance will be monitored on a quarterly basis by team sergeants. SWAT operators and negotiators may make up for missed training by attending or teaching other relevant tactical training, as approved by a team sergeant. Each operator is responsible for keeping current on all tactics, techniques, and practices employed by the SWAT Team.
4. Tactical Skills: Operators must maintain a proven record of tactical efficiency and safety. This standard will be evaluated based on employee log entries, annual performance evaluations, performance during SWAT training scenarios, and performance during actual call-outs.
5. New, probationary operators are required to complete a six month long probationary period and the West Metro SWAT Field Training Program. New negotiators are required to complete a twelve month probationary period. All probationary operators/negotiators will be assigned a Field Training Officer. At the conclusion of the probationary period, probationary operators/negotiators must be rated as "Meeting or Exceeds Standards" on their SWAT performance evaluations in order to attain member status.
6. Failure to meet SWAT operator/negotiator standards as established by the SWAT Commander(s) may result in removal from the team.

4923 SWAT EQUIPMENT

B. Procedure

1. The following is a list of equipment issued to each SWAT Tactical Team member:
 - a. Two-piece BDU uniform

- b. One gas mask and carrier
 - c. One black balaclava
 - d. One pair Nomex gloves
 - e. One pair goggles
 - f. One helmet
 - g. Tactical Level III body armor
2. Supplemental equipment may be purchased by individual team members.
3. Weapons
- a. SWAT Team weapons shall be properly and safely stored by the assigned personnel at all times when not in use. Team members may carry their assigned SWAT weapon(s) while on duty.
 - b. Issue of SWAT weapons, ammunition, chemical agents, and less-lethal devices shall only be done at the direction of a SWAT Team supervisor.
 - c. Prior to training exercises a safety officer will be designated, all weapons shall be inspected by the safety officer or his designee to ensure that they are clear and that live ammunition is not immediately available to any participant in the exercise.

4. Mobile Command Post

The SWAT vans are intended for use as a mobile command post. They may be used for emergency situations or special events. The SWAT vans will contain maps, radio and telecommunications capability as well as tools and equipment for forcible entry and emergency response including battering rams, fire-entry tools, tear gas, smoke, ballistic shield(s), throw phone for negotiations, and other equipment.

- a. The responsibility for the inventory control and maintenance of team equipment in the SWAT vans is assigned by team supervisors.
- b. The responsibility for the storage and maintenance of communications equipment in the SWAT vans shall be shared by the designated SWAT negotiators and team leaders.
- c. No special licensing is required to operate SWAT vehicles; however, personnel shall become familiar with the operations of the vehicle prior to being authorized to operate. A list of

personnel authorized to operate the vehicles shall be kept on file.

- d. The SWAT Team commander(s) or designee shall be responsible for the maintenance of the SWAT vans.
5. A sworn supervisor must authorize the deployment of the Searchcam 2000 IR tactical camera.
- a. The Searchcam 2000 IR tactical camera shall only be used for authorized law enforcement actions.
 - b. Only personnel trained in the operation of the Searchcam 2000 IR tactical camera are authorized to deploy the camera.
 - c. The Searchcam 2000 IR may be utilized to search for a lost or missing person(s). In addition to Searches for subjects, who maybe armed, and are believed to have barricaded themselves or are intentionally hiding from law enforcement.
 - d. Under no circumstances shall the Searchcam 2000 IR tactical camera be used to monitor the legal activities of any person(s).
 - e. Under no circumstances shall the Searchcam 2000 IR camera be used to monitor the legal activities of any person(s).

C. Rule

- 1. Agency equipment designated for use in emergency or unusual circumstances shall be inspected quarterly for operational readiness.
- 2. All SWAT equipment, whether issued or personal, shall be kept clean and serviceable.
- 3. All SWAT personnel shall keep their equipment readily available for call-outs at all times.
- 4. Personal, non-issued, equipment shall be approved by the SWAT commander(s).
- 5. Personal weapons shall be approved for use per department procedure.
- 6. No agent shall carry any firearm with which he has not successfully qualified.
- 7. Weapons shall not be loaded or unloaded in the SWAT vans.
- 8. Only department-approved ammunition shall be utilized in any weapon owned by or assigned to a SWAT agent.

9. Any damaged, lost, or malfunctioning SWAT equipment shall be reported to a SWAT supervisor immediately.
10. Repairs to any SWAT Team weapon shall only be made by qualified personnel, expressly authorized by the SWAT commander(s).
11. The gun vault shall remain locked at all times and the weapons assigned to the SWAT Team shall not be disturbed except by one of the following:
 - a. SWAT Team personnel
 - b. Department command staff personnel

4924 NEGOTIATIONS

A. Policy

There is no set formula that can be applied for the successful resolution of all negotiation situations, which might be encountered by SWAT and its negotiator

B. Procedure

1. Ensure that the final authority on negotiation decisions is known to everyone concerned -- SWAT commander, negotiator, and suspect alike.
2. Have professionals who may have had contact with the suspect easily accessible to the command post, along with pertinent friends and relatives of the subject. They should be used as resource people for intelligence purposes. They should not be placed in direct, unsupervised contact with the subject.
3. Direct communications with the subject should be established early in the incident and control of the subjects' telecommunications capabilities should be obtained as soon as possible.
4. Limit the number of persons who attempt to negotiate with the subject.
5. Do not permit anyone to enter the subject's area of control (no additional hostages).
6. Provide neither weapons, alcohol, nor drugs to the subject during negotiations.
7. Attempt to ascertain the number, identity, and condition of any hostages.
8. Conduct assessments, on a continuing basis, of the offender's willingness and ability to negotiate, along with his rationality. Indicators of his willingness and ability to negotiate may include:

- a. Lessening of demands.
 - b. Uneventful passage of deadlines set by him.
 - c. Favorable treatment by him of his hostages.
 - d. Continuing participation in the negotiation process.
9. Telephone conversations engaged in-between a negotiator and suspect, should, when practical, be recorded and preserved as any other evidentiary material.
 10. Face-to-face negotiations are recognized as a very hazardous technique and are highly discouraged.

C. Rule

1. Designated SWAT negotiators shall be primarily responsible for conducting negotiations with barricaded suspects and hostage-takers.
2. During negotiations, SWAT negotiators shall be responsible for keeping the on-scene SWAT commander(s) advised of the progress of negotiations.
3. Negotiators shall make no concessions or agreements with a suspect that would endanger hostages or SWAT personnel.
4. Any agreements or offers made to a suspect by the negotiator shall be subject to approval by the SWAT commander(s).
5. West Metro SWAT commander(s), sergeants, and negotiators are the police personnel specifically designated by the District Attorney's Office to authorize or perform emergency wire, oral, or electronic interception (throw phone) in compliance with C.R.S. 16-15-102 (18) (a). During the specified twenty-four hour period an application for interception in compliance with C.R.S. 16-15-102 (18) (c) must be submitted to the court.

4925 SWAT TRAINING

B. Procedure

1. The SWAT Team supervisory staff will be responsible for coordinating monthly or bi-monthly training exercises.
2. Training for police negotiators will be coordinated by the Crisis Negotiations Team leader.
3. SWAT training sessions should stress basic skills, use of equipment, firearms training, team building, and other specialized skills needed to prepare the team to complete its mission effectively and safely.

4. The Tactical Team and hostage negotiators will train together on a regular basis.
5. The SWAT Team will routinely train a minimum of 192 hours per year.
6. Training records will be maintained by the SWAT commander(s). A training report shall be submitted to the Training Unit documenting specific training and team members attending training.

4926 VIP SECURITY AND PROTECTION

B. Procedure

1. Requests for VIP protection shall be approved or disapproved by a Division Chief or above.
2. Supervision of a VIP protection team shall be by a SWAT Team sergeant or above.
3. The supervisor shall complete a written plan to include:
 - a. Planning and coordinating equipment needs including: vehicles, radios, body armor for VIP'S and team members, and weapons for the team.
 - b. Planning and reconnoitering travel routes, and alternates.
 - c. Advance inspection of sites and facilities.
 - d. Coordinating with the Investigations Division and other agencies for intelligence information.
 - e. Coordination of operations within the department and with outside agencies.
 - f. Identification of emergency first aid, ambulance, and medical facilities.
 - g. Communications planning.
 - h. Planning for identification by designation of individuals from different agencies (e.g. lapel pins).
4. Operational plans for a VIP security protection detail are maintained in a confidential file by the commander(s) of the SWAT Team.

4927 HIGH-RISK WARRANT SERVICE

A. Definition: High-risk location shall include but is not limited to the following: a location that requires specialty breaching, that is fortified (narc bars on the doors, barred windows, etc.) or booby-trapped, or is an active "Clandestine Lab".

B. Procedure

1. Searches, seizures, and arrests at high-risk locations shall be typically authorized by a warrant.
2. No entry into a high-risk location shall be undertaken without a warrant unless there are clear and compelling exigent circumstances.
3. Each operation location shall be supervised by a sergeant or designated team leader.
4. Strategy and tactics for approaching, entering, securing, and leaving each target shall be planned in advance.
5. Tactical personnel shall not ordinarily engage in searching for or seizing evidence or contraband. These tasks will be performed by assigned investigators and crime scene technicians.
6. Equipment needs will be determined by supervisors in planning the operation.
7. Communications and call signs between tactical units, investigators, and the command post will be planned in advance.
8. Suspects to be arrested will be identified, secured, and transported by tactical personnel assisted by investigators, and patrol units.
9. Persons on scene, who are not to be arrested will be identified and controlled by tactical personnel.
10. Forced entry, without announcement, must be specifically authorized by warrant or by clear and compelling exigent circumstances. A no-knock search warrant must comply with the provisions of C.R.S. Section 16-3-303. In addition:
 - a. Any affidavit in support of the request for an Immediate Entry/No Knock search warrant must be reviewed for legal sufficiency and approved either by the Chief Deputy District Attorney, the Assistant District Attorney or the District Attorney.
 - b. Affidavits requesting immediate entry or a no-knock authorization must be submitted in written form to the District Attorney supervisor for review and approval.
 - c. The SWAT Commander(s) shall ensure that the search warrant affidavit for a no-knock entry includes the date of review by the assigned District Attorney representative, the signature of the

DA's representative and attorney registration number on the affidavit.

11. Paramedics shall be requested to stand-by to provide emergency medical aid prior to initiating the operation.
12. After-action reports shall be written by the sergeant in charge of each location.
13. Investigators, assisted by prosecutors, are responsible for warrant service receipts and returns of service.

4928 EMERGENCY MEDICAL SUPPORT

B. Procedure

1. The West Metro Fire Protection District (WMFR) has agreed to provide assistance to the West Metro SWAT Team when needed.
2. WMFR will assist the SWAT Team by:
 - a. Providing pre-hospital care to individuals at the scene of a SWAT operation.
 - b. Provide individualized medical support to SWAT team members with specific medical conditions or problems.
 - c. Act as a liaison with the SWAT Commander and other fire or EMS providers, including medical facilities where the injured or sick may be transported.
 - d. Provide training to SWAT Team personnel.
3. Upon notification of a SWAT callout, the SWAT Commander shall request WMFR. The Lakewood Police Department Communications Center shall contact the WMFR Communications Center and provide the following information:
 - a. The nature of the callout.
 - b. The location of the Command Post.
 - c. The safest route to the Command Post.
 - d. The radio channel being utilized by the police department.
4. Upon arriving at the Command Post, the senior WMFR officer shall report to the SWAT Commander(s). The senior WMFR officer shall:
 - a. Act as a liaison to the SWAT Commander(s).
 - b. Receive briefings and provide direction on medical unit assignments.
 - c. Coordinate all medical activities with the SWAT Commander(s).
5. During SWAT tactical operations, WMFR will be acting in support of the SWAT Team and will function within the Incident Command System, under the SWAT Commander(s).

6. EMS will function in accordance with established procedures and the Denver Metro Paramedic protocols.

C. Rule

1. WMFR personnel shall be escorted by SWAT tactical personnel at all times and shall never be left alone when inside the perimeter of a SWAT situation without SWAT tactical team support.

4929 SWAT TEAM PRESS RELEASES

B. Procedure

1. The Public Information Officer (PIO) or designee, at the request of the on-scene SWAT commander, shall respond to the scene of SWAT call-outs for the purpose of handling press inquiries.
2. Pending arrival of the PIO, an agent shall be designated by the on-scene SWAT commander(s) as press liaison officer.
3. While SWAT negotiators shall be allowed to retain the option of granting an audience with the press for a hostage-taker in exchange for compliance with the negotiator's demands, the practice of granting "press conference" privileges to a surrendered suspect shall be strongly discouraged.

C. Rule

1. All press releases regarding an ongoing SWAT operation shall be cleared through the involved SWAT commander(s) prior to release.
2. No information shall be released to the press if the publication of that information would endanger the lives of SWAT personnel or others engaged in an ongoing SWAT operation. Likewise, no detailed information shall be released on a completed operation if the publication of that data would hinder or endanger future operations of a similar nature.

4930 USE OF AUTOMATED EXTERNAL DEFIBRILLATORS

A. Policy

The automated external defibrillators (AED) is widely recognized and accepted as a vital tool in reducing deaths from heart attacks. Since police are sometimes able to respond more quickly to an emergency call than fire/emergency medical personnel to medical emergencies, positioning the AED in police cars and the workplace offers a potentially life-saving service to our community.

B. Procedure

1. An AED is used to treat victims who experience sudden cardiac arrest. It is only applied to victims who are unconscious and show no signs of life.

The AED will analyze the heart rhythm and advise the operator if a shockable rhythm is detected. If a shockable rhythm is detected, the AED will charge to the appropriate energy level and advise the operator to deliver a shock.

2. **Important restriction on use of the AED.** The AED is for use on individuals over eight years of age and over 55 pounds only. It is not to be used on children under eight years of age and of insufficient weight. Pediatric pads should be used on such children.
3. Any police employee is authorized to use the AED if the employee has current CPR and AED certification that was obtained through police department training. AED trained employees will complete a recertification class every two years thru CPR training.
4. AED's will be placed in designated patrol vehicles which shall have appropriate markers signifying for the operator that the vehicle is AED equipped.
5. One AED will be located in the lobby of the police department, with other AEDs deployed in the building as needed.
6. The AED equipment will be maintained by the Patrol Support Coordinator and will be checked on a monthly basis. The AED maintenance log will be completed. The AED and associated equipment will be maintained according to the manufacturer's operational guidelines. Following use of emergency response equipment, all equipment shall be cleaned and/or decontaminated as required.
7. Once the AED is used or is imminent, immediate notification shall be made to the West Metro Fire Department. Police personnel shall maintain life-sustaining efforts in accordance with their training until relieved by emergency medical services staff.
8. Use of the AED shall be documented on an incident report with a copy sent to the Patrol Support Coordinator or his designee within 24 hours of a medical event. The Patrol Support Coordinator shall provide a copy of the incident report to Human Resources, Risk Management.
9. The Patrol Support Coordinator will obtain the review and approval of this policy and procedure by a licensed physician, which will be coordinated through the Risk Management Division, Human Resources.