



LAKEWOOD CITY COUNCIL STUDY SESSION AGENDA

Monday, June 22, 2020
City of Lakewood
7:00 P.M.

Residents can virtually attend City Council meetings by watching them live on the city's YouTube channel: <https://www.youtube.com/user/cityoflakewoodwa>

Those who do not have access to YouTube can call in to listen by telephone via Zoom: Dial +1(253) 215- 8782 and enter participant ID: 151082920.

Page No.

CALL TO ORDER

ITEMS FOR DISCUSSION:

- (3) 1. Review of Police Department Policies and Procedures. – (Memorandum)
- (381) 2. Western State Hospital Master Facility Plan Update. – (Memorandum)
- (435) 3. Review of 1st Quarter Financial Report. – (Memorandum)
- (539) 4. COVID-19 Financial Update. – (Memorandum)

ITEMS TENTATIVELY SCHEDULED FOR THE JULY 6, 2020 REGULAR CITY COUNCIL MEETING:

- 1. Clover Park School District Report.
- 2. This is the date set for a public hearing to consider the proposed vacation of the easterly fifty-six (56) feet of 148th Street SW right-of-way east of the intersection of Murray Road SW. – (Public Hearings and Appeals – Regular Agenda)
- 3. Adopting the 2020 Annual Development Regulations and Multifamily Tax Exemption code amendments. – (Ordinance – Regular Agenda)
- 4. Review of application of Admission Tax to golf courses. – (Reports by the City Manager – Regular Agenda)

Persons requesting special accommodations or language interpreters should contact the City Clerk, 253-983-7705, as soon as possible in advance of the Council meeting so that an attempt to provide the special accommodations can be made.

REPORTS BY THE CITY MANAGER

CITY COUNCIL COMMENTS


ADJOURNMENT

Persons requesting special accommodations or language interpreters should contact the City Clerk, 253-983-7705, as soon as possible in advance of the Council meeting so that an attempt to provide the special accommodations can be made.



TO: Mayor and City Council

FROM: Mike Zaro, Chief of Police

THROUGH: John Caulfield, City Manager 

DATE: June 22, 2020

SUBJECT: Review of Police Department Policies and Procedures

ATTACHMENTS: [Police Department Manual of Standards](#)
Special Response Team (SRT) Standard Operating Procedures
[Use of Force Policy](#)

The purpose is to review and discuss with City Council the Lakewood Police Department [Manual of Standards](#), Special Response Team (SRT) Standard Operating Procedures and [Use of Force Policy](#). These address the authority, roles and responsibilities of law enforcement within the City of Lakewood.

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LAW ENFORCEMENT ROLE & AUTHORITY

1.1 LAW ENFORCEMENT AGENCY ROLE

PHILOSOPHY: The Lakewood Police Department is committed to providing services to the community in a manner governed by the Department's mission statement, guiding principles, and values: integrity – honor in word and deed; dedication – serving citizens and improving communities; teamwork – building strong partnerships internally and with others; competence – highly skilled tactically, technically, and as leaders; courage – going in harm's way, championing what's right; and respect – for all people at all times.

1.1.1 Oath of Office

Principle: All police officers of the Lakewood Police Department, prior to achieving sworn officer status, will take an oath of office to enforce the laws of the City of Lakewood, the State of Washington, and to uphold the Constitution of the United States and the State of Washington.

1.1.2 Code of Conduct

Principle: The members of the Lakewood Police Department adhere to guiding principles and base their conduct on these principles and values. Therefore it is expected that all members of the Police Department shall adhere with this Code of Conduct in all respects. All department members will receive ethics training at least biennially.

INTEGRITY: The Lakewood Police Department and its members strive to serve the community with veracity, reliability, and the utmost honor.

A. Obedience to Laws, Ordinances, and Rules

Members of the Lakewood Police Department will operate at all times in accordance with federal and state laws, and with full respect for the rights guaranteed by the Constitution of the United States and the State of Washington.

- Members shall obey:
- All laws of the United States
- All laws of any state and local jurisdiction in which the employee is present
- All applicable rules or regulations having the force of law of any duly authorized board, office, or commission
- All City of Lakewood Personnel Policies
- All Lakewood Police Department directives and/or standards
- All other orders lawfully promulgated, either written or oral

B. Personal Conduct

Conduct unbecoming is defined as any conduct which adversely affects the morale, operations, or efficiency of the department or any conduct which has a tendency to adversely affect, lower, or destroy public respect and confidence in the department, or any officer or employee. Conduct unbecoming also includes any conduct which brings the department or any officer or employee into disrepute or brings discredit upon the department or any officer or employee. Officers and employees shall conduct themselves at all times, both on and off duty, in such a manner so as to reflect most favorably upon the department.

C. Truthfulness

Members of the Lakewood Police Department shall be forthright and truthful at all times on all matters which pertain to their duties, conduct, observations, or any other area pertaining to the official business of the Lakewood Police Department. Officers will not misrepresent facts, either by omission or commission, when in

the performance of official duties. No portion of this section shall be interpreted to imply that members are prohibited from using deception to accomplish an official investigative purpose.

D. Personal Business Conducted While On-Duty

Members of the Lakewood Police Department shall not conduct personal business while on duty that takes an excessive amount of time or interferes with the effective operations of the department without the specific approval of their immediate supervisor.

E. Attention to Duty

Members of the Lakewood Police Department shall be attentive and alert at all times while on duty and shall devote their entire duty time and energy to the services of the department.

1. Failure to competently perform the duties of their assignment as required, either through carelessness, laziness, or inattention, shall be considered cause for the member to be charged with a violation of this section.
2. Members shall report for duty at the time and place required by department order or supervisor, unless he/she has been approved for leave.
3. Members shall remain alert and awake during their duty hours and if unable to do so shall report to a supervisor who will determine the proper course of action.
4. No member may relieve another member from duty without the permission of, or order by a supervisor.

F. Alcohol – Use Of

No on-duty member of the Lakewood Police Department shall consume any alcoholic beverage without the express consent of a supervisor when necessary to accomplish a lawful police purpose.

1. Under no circumstances shall an on-duty member consume any alcoholic beverage to the point of intoxication.
2. Members in uniform shall not consume any alcoholic beverages.
3. Members who report for duty, or who are on duty, showing evidence of having consumed an alcoholic beverage, except as provided by this section, shall be immediately relieved of their duty and may be subject to disciplinary action. Also refer to collective bargaining agreements and the City of Lakewood Employee Disciplinary Guidelines.
4. Members shall not bring alcoholic beverages into any police building or vehicle except that which has been seized as evidence, or which is the property of a person in custody.

G. Association with Criminals

Members of the Lakewood Police Department shall not knowingly enter into or maintain a social or business relationship with any person whom the member knows, or reasonably should have known, is involved or suspected of being involved in on-going criminal activity; because such an affiliation may compromise the member's relationship with the department. When an association as described in this section is necessary to accomplish an official police purpose, the involved member shall first obtain approval from his/her supervisor, which will be documented.

H. Limits to Intervention

Members of the Lakewood Police Department, whether on or off duty, shall not interfere in any manner designed to influence or alter the outcome of any police operations involving family, friends, or neighborhood disputes unless there is an imminent danger of loss of life, great bodily harm, or the occurrence of a serious crime.

I. Civil Cases

Members of the Lakewood Police Department shall not involve themselves in an official capacity in civil cases to which neither they nor the City are a party. An officer's responsibility in civil cases is only to preserve the peace and prevent the commission of, or to affect an arrest for, a criminal act.

1. Members shall not testify in an official capacity in civil cases, except those involving the City or one in which they are a party to the action, unless legally summoned or served with civil processes.
2. Members shall not institute civil action arising out of their official duties without first notifying the Chief of Police.
3. No member shall use his/her official position in a civil action to influence or attempt to influence a settlement in favor of himself/herself or any other party to the action.
4. Members shall immediately notify the Chief of Police via the chain of command if they are to be called as a witness in any civil or administrative hearing by any party other than the City of Lakewood because of their employment status as a police officer.

J. Publishing Police Information

Members of the Lakewood Police Department shall not submit for publication or broadcast, nor permit to be published or broadcasted any story, article, official information, audio recording, photograph, or videotape concerning crimes or other official department matters, without permission from the Chief of Police.

This includes the posting of Lakewood Police insignia, uniforms, vehicles or other identifiable equipment on personal or commercial internet sites.

K. Recreation and Place of Amusement

Members of the Lakewood Police Department shall not enter any place of entertainment, recreation, or amusement while in uniform, except when necessary in the lawful performance of their duty.

DEDICATION: The Lakewood Police Department and its members understand that dedication to the department and throughout the community increases our ability to achieve our core functions of law enforcement, protection, and education.

L. Reports and Records

Members of the Lakewood Police Department shall prepare, maintain, and complete all reports or records necessary for the performance of their assigned duties. This standard pertains to all oral, written, and electronic media reports or records.

1. Members shall complete all reports before going off-duty, unless otherwise authorized by a supervisor.
2. No member shall knowingly or through neglect prepare or maintain a report or record that contains any inaccurate, false, improper, or incomplete information.
3. No member shall disseminate, alter, or remove a Police Department record or information without specific authorization from a supervisor.

M. Positive Police Action

On-duty officers shall act promptly, with energy, firmness and decisiveness at crime scenes, disorders, accidents, or other situations requiring immediate police attention.

TEAMWORK: The Lakewood Police Department and its members rely on effective use of teams and partnerships to achieve department and community goals. It is important not to compromise these trust based relationships.

V. Accountability to Public and to Department Authority

Members of the Lakewood Police Department shall perform their duties in full recognition that they are accountable for their actions to the public and to departmental and City Manager authority.

W. Conduct Violations – Responsibility to Act

Members of the Lakewood Police Department, who become aware of a potential violation of this code of conduct, or any department written directive or standard, shall ensure that the first available supervisor not involved with the conduct in question is notified.

X. Criminal Complaints against Members of the Police Department

Members of the Lakewood Police Department shall provide written notification to their supervisor within 24 hours of their arrest for a criminal violation or learning that application for a criminal complaint or indictment has been sought or issued against them. Such notification shall contain a summary of the complaint sought or issued and the projected date of the hearing or trial.

Y. Identification / Badges

Members of the Lakewood Police Department shall only use their official identification cards, badges, and/or business cards in the performance of their duty. Sworn officers shall carry their identification cards and badges on their person at all times while on duty (in the field) or while carrying a firearm off-duty under color of authority.

1. No portion of this section shall be interpreted as to require carrying any form of police identification when the circumstances of a criminal investigation make it impractical or hazardous to do so.
2. Members shall furnish their name and unit number to any person requesting that information when they are on duty or while acting in the official capacity of a Lakewood police officer. Officers working in an undercover capacity are exempt to maintain their cover.
3. Members that lose their badge or identification card shall immediately notify the on-duty supervisor and shall, within 24 hours of discovery of the loss, submit a written memorandum to the Chief of Police detailing the circumstances of the loss.

COURAGE: Going in harm's way, championing what's right.

RESPECT: The Lakewood Police Department and its members value providing fair, courteous, responsive, and efficient service to all people equally, which observes each individual's dignity and worth.

Z. Respect For All Individuals

Members of the Lakewood Police Department shall respect the dignity of all individuals, with recognition and sensitivity to the traditions of the diverse cultures that comprise our community.

AA. Courtesy to Department Members

It is a core value of the Lakewood Police Department that members of the Lakewood Police Department shall be courteous and respectful to all people at all times. They shall be considerate in their interactions with each other and City staff, and shall control their tempers, exercising the utmost patience and discretion. They shall avoid engaging in any altercations, physical or otherwise, with any other staff member whether on duty or not, or whether in uniform or not.

BB. Respect for Supervisors / Insubordination

Members of the Lakewood Police Department shall be respectful and supportive of supervisors, recognizing their authority and obeying their lawful orders.

N. Assistance to Other Members

Members of the Lakewood Police Department shall immediately take appropriate action to aid a fellow member in pursuit of their official duties if the fellow member is exposed to danger or is in a situation where danger might be reasonably expected.

O. Interfering with Prosecution

No members of the Lakewood Police Department shall use his/her official capacity to interfere with any case under investigation or being prosecuted with the intention of delaying or preventing the case from reaching a successful conclusion in accordance with lawful procedure.

1. No member shall in any way attempt to delay or prevent a lawfully issued citation from going through the court in a manner prescribed by law.
2. No portion of this section shall be interpreted to imply that members should not comply with the lawful instruction of the prosecuting entity.

P. Official Influence

Members of the Lakewood Police Department shall not use their official position to obtain the cooperation of any other person for their personal benefit or for the benefit of another without the prior approval of the Chief of Police.

Q. Soliciting

Members of the Lakewood Police Department shall not, while on duty or purporting to act in an official capacity, solicit contributions, sell tickets, or receive money for any purpose without the knowledge and consent of the Chief of Police.

R. Gratuities

Members shall not accept a reward or any gift, gratuity, loan, fee, discount, rebate, or special consideration arising from or offered because of police employment or any activity connected with such employment.

S. Associations

No officer shall become a member of any organization, association, movement, or group which advocates or approves the commission of acts of force or violence to deny others their rights under the Constitution of the United States, or which seeks to alter the form of government of the United States by unconstitutional means.

T. Endorsements, Referrals, and Solicitations

Members of the Lakewood Police Department acting in official capacity shall maintain a neutral stance regarding the recommendation of a particular product, or professional or commercial service.

Members shall not authorize the use of their names, photographs, or official titles which identify them as affiliates of the police department in connection with testimonials, advertisements or solicitations on behalf of any commodity, commercial enterprise, or charity without the specific written approval of the Chief of Police.

Members shall not use official titles, department letterhead, or any other method of affiliation to the Police Department when providing testimonials, recommendations, or references for individuals without prior written approval of the Chief of Police.

U. Political Endorsements

Members of the Lakewood Police Department shall maintain a neutral stance with regard to political campaigns or endorsements while on duty or acting in an official capacity.

COMPETENCE: The Lakewood Police Department and its members expect individuals to be accountable for their successes and failures. The department intends to recognize successes, treat failures with consistency, and when possible build on setbacks as a learning experience.

CC. Harassment

Harassment is unsolicited and unwelcome verbal or nonverbal conduct that has the purpose or effect of creating an offensive, intimidating, degrading, or hostile environment, or interferes with or adversely affects a person's work performance. Continuing offensive behavior after a co-worker has objected to that behavior constitutes harassment. An employee may object directly to the harassing co-worker, a Police Department supervisor or manager, and/or Human Resources.

DD. Use of Epithets

Members of the Lakewood Police Department shall not use language, epithets, or terms that tend to denigrate any person or group unless required in police reports or testimony.

EE. Personal Contacts

The chewing of tobacco or gum and/or smoking are deemed as disrespectful and discourteous by a large portion of society. Therefore members shall not partake in these activities when making personal contact with citizens in the performance of their duties.

1.1.3 Agency Role in Diversion Programs

- A. John School: The Lakewood Police Department has formed a partnership with the police departments of Tacoma and Fife and with the Department of Corrections to increase prostitution-related enforcement with the understanding that eligible patrons of prostitutes may be given the opportunity to participate in a diversion program designed to deter future behavior through education rather than prolonged involvement in the criminal justice system.
- B. Highly Intoxicated Persons & Mental Health Commitments: The department follows the provisions of the law specifying the method of handling highly intoxicated persons (RCW 70.96) and mental health commitments (RCW 71.05.020, RCW 71.07). Usually, subjects taken into custody under these two conditions are not under arrest and, as such, there is no diversion plan available.

1.1.4 Consular Notification (See 1.2.5 Practices: Arrest Procedures D)**1.2 LIMITS OF AUTHORITY**

PHILOSOPHY: The Lakewood Police Department recognizes the need to balance the enforcement of laws with the protection of individual rights. Police Department members endeavor to maintain the confidence of the community they serve and understand that the trust provided to each member must be earned through fair and consistent treatment of the public. Members of the Police Department attempt to educate the public and gain their trust during police contacts by explaining to individuals the reasons why he/she has been contacted, stopped, detained, and/or searched. When situations prohibit this during an initial contact, members of the police department will make reasonable attempts at such education prior to ending the contact or, if reasonable, in a follow-up meeting. The Police Department prohibits the detention and/or search of any individual based solely on the person's race, color, ethnicity, age, gender, or sexual orientation.

1.2.1 Enforcement Authority

Principle: The United States Constitution, the Washington State Constitution and the Revised Code of Washington define the scope and limits as it pertains to the enforcement of laws and ordinances. The Washington State Constitution, Article 11, Section 11, grants municipalities the authority to exercise all powers of local self-government and to adopt and enforce within their limits such local police, sanitary and other similar regulations as are not in conflict with general laws.

Categories of Commissioned Status:

- A. Fully Commissioned Police Officer: Fully commissioned police officers operate under the authority granted under Lakewood Municipal Code (LMC) 2.14.060.

- B. Limited Commissioned Personnel: Limited commissioned personnel operate under the authority granted by LMC and state law.
 - 1. Community Service Officers: LMC 2.14.110 and LMC 2.14.080
 - 2. Animal Control Officers: LMC 2.14.110
 - 3. Disabled Parking Enforcement Volunteers: RCW 46.16.381 (12)
- C. Reserve Officers: Reserve Officers operate under the authority granted by LMC 2.14.130.
- D. Court Compliance Officers: Court Compliance Officers operate under the authority granted by LMC 2.14.110.

1.2.2 Authority to Carry and Use Weapons

Principle: Law enforcement officers are authorized to carry firearms under RCW 9.41.060. In addition, RCW 9A.16.020 and 10.31.050 authorizes the use of force and RCW 9A.16.040 authorizes the use of deadly or lethal force. Other weapons are authorized under MOS 1.3.4. Refer to Standard 1.3 for specific information regarding the use of force and less than lethal weapons.

1.2.3 Constitutional Requirements

Principle: It is the policy of the Lakewood Police Department to protect the constitutional rights of persons suspected of criminal activity during any questioning. Officers will remain current on the continual evolution of case law in the area of questioning and follow the below listed general guidelines in order to protect the rights of persons suspected of criminal activity.

Practices:

- A. Interviews: Generally, an interview is considered to be questioning about a specific crime that is performed while a possible suspect is not in custody and has volunteered to cooperate with an officer. It is not required that a person be advised of their Miranda warnings during an interview. In order to ensure that a person understands the voluntary nature of an interview, the officer should follow the below listed practices.
 - Perform the interview in an area that is not perceived to be a temporary detention area
 - Inform the person that they are free to leave at any point during the questioning
 - Limit the length of the interview to an amount of time reasonable to gather the necessary information
 - Avoid conduct that would cause the person to reasonably believe that his/her freedom is restricted or that he/she is required to answer.

If in doubt about a person being in "custody" and an officer is planning to question about a specific crime, then the officer shall advise the person of their full constitutional rights per the Miranda warnings. These guidelines do not apply to questioning conducted during a detention based on reasonable suspicion of the commission of a crime.
- B. Interrogations: Generally, an interrogation is considered to be questioning and/or actions designed to illicit an incriminating response from a possible suspect in relation to a specific crime and conducted while the person is in custody. Interrogations should only be conducted by police officers. All interrogations shall comply with the following practices:
 - 1. No officer shall coerce or obtain involuntary statements from a suspect.
 - 2. An officer shall advise the person of their constitutional rights per the Miranda warnings.

- a. When advising a person of the Miranda warnings, the officer should read them from a Department issued Miranda card whenever possible.
 - b. If the person is a juvenile, he/she must be read the additional warning to juveniles. Refer to Standard 44.2.3 for additional non-constitutionally required practices for custodial interrogations of juveniles.
 - c. The person must waive their rights, either orally or in writing, prior to performing an interrogation.
- C. Access to Counsel:** Whenever a person is taken into custody for a crime, the officer shall advise the person of their basic constitutional right to counsel as soon as it is practicable per CcR 3.1. Whenever a suspect requests an attorney (counsel), no interrogation may take place. Once the suspect has requested counsel and the suspect reinitiates contact for questioning with an officer, an officer may question the person.

D. Field Interviews

Principle: Police officers often encounter persons who may be acting in a suspicious manner. Police officers are encouraged to perform any necessary investigation in order to establish possible involvement in criminal activity or to ensure community care-taking responsibilities. Officers should document these contacts on Field Interview Cards. The Field Interview Cards serve as valuable tools in identifying or eliminating suspects in crimes. The Field Interview Card shall be filled out completely and submitted via Enforcer report. There are three instances when persons may be contacted and the following practices shall apply during these contacts.

Practices:

1. "Terry Stop"/Detention Based on Reasonable Suspicion: A police officer who has specific facts supporting a reasonable suspicion that a person has committed or is about to commit a crime may stop the person briefly, ask for identification, and ask questions related to the suspected criminal activity. The police officer may detain the person for a reasonable time. The police officer may use reasonable force to exercise control, if it is necessary. Refer to Standard 1.2.4 for guidelines regarding searches.
 - a. Photographs: A photograph of the person may be taken when the individual closely matches the description of a suspect in a crime. No force may be used in order to obtain a photograph of the individual.
2. Social Contacts: An officer who is lawfully present may approach a person and engage him/her voluntarily in conversation, including asking for the person's name and some identification so long as the person need not answer and may walk away. The officer shall not exert any authority over the person that would lead a reasonable person to believe he/she was not free to leave, such as a command that the person stop and talk to the officer.
3. Welfare Check: An officer is encouraged to provide a care-taking function to those an officer believes may be in need of assistance.

1.2.4 Search and Seizure

Principle: All persons are protected against unreasonable seizure by the police. The Constitution of the United States and the State of Washington require an officer to obtain a warrant prior to any search and/or seizure of a person's property. There are exceptions to this requirement and officers may conduct searches and seize evidence or contraband under these exceptions. Officers will remain current on the procedures and practices in the area of search and seizure.

Practices:

- A. Consent:** A subject may provide consent for an officer to search their person or their property. An officer must ensure that the consent is knowingly, intelligently, and voluntarily (with no actual or implied coercion)

made. Officers must demonstrate clear and convincing evidence to meet their burden of proof. Therefore, written consent using the Consent to Search form is preferred when practical.

1. Private Residence: Prior to conducting a "consent search" of a residence, officers must inform the person of the Ferrier warnings:
 - His/her lawful right to refuse the search
 - His/her lawful right and ability to revoke the consent at any time
 - His/her lawful right to limit the scope of the search
 - His/her Miranda Rights
 2. Officers must verify that the person giving consent to search has the authority to do so.
- B. Stop and Frisk:** An officer may frisk a person, only if the officer has specific facts supporting a reasonable belief that the person may be armed or a danger to the officer or others. The scope of the frisk is limited to a "pat down / frisk" of the person's outer clothing. If the officer feels an object that may be a weapon, then the officer may remove the object. Officers may extend a "frisk" to a vehicle if reasonable suspicion exists that a weapon may be located in the vehicle.
- C. Vehicle "Mobility" Exception:** Although Federal Courts have granted a vehicle search based on probable cause to be an exception to the requirement of a warrant due to a vehicle's mobility, Washington state courts have not recognized this exception due to the more restrictive language of the Washington State Constitution. Therefore, if there is probable cause to believe the vehicle contains property subject to seizure, the vehicle may be impounded pending the prompt application for a search warrant. Refer to Standard 61.4.3 for impoundment practices.
- D. Crime Scene:** There is no exception to the warrant requirement for a crime scene. Officers may make entry if the situation requires entry based on the exigent circumstances exception described in Section E of this Standard. An officer who has probable cause to search a premise may secure the premise to prevent evidence from being removed or destroyed while a search warrant is being requested. There must be a prompt effort to obtain a search warrant.
- E. Exigent Circumstances:** A warrant is not required for an officer to enter private premises, if the officer has probable cause to believe that immediate entry is necessary to respond to an emergency. The police may not create the emergency. A lawful entry and search in response to an emergency is limited to the emergency itself and must end when the emergency is over. Emergencies include:
- Danger to life or property
 - Hot (fresh) pursuit
 - Destruction of evidence
- F. Vehicle inventories:** When the police are impounding a vehicle, an inventory of the vehicle may be performed to document the current condition of the vehicle and the items contained within the vehicle. An inventory is not a search for evidence or contraband and shall not be used as a pretext for a search. Refer to Standard 61.4.3 for specific information regarding vehicle inventories.
- G. Other Searches and Seizures Authorized Without a Warrant:**
1. Plain View: An officer who is lawfully in a private place, either as a member of the public or while performing official duties, and who comes across property immediately recognizable as contraband and in plain view may seize the property, whether or not the officer was looking for the property or expected to find it.
 2. Open View: An officer who is lawfully in a public place, either as a member of the public or while performing official duties, and who comes across property immediately recognizable as contraband and

- D. Arrests Out-side Jurisdiction: Refer to Standard 2.1.3

Practices: Arrest Procedures

- A. Securing Hands: Officers will secure the person's hands by using handcuffs, flex-cuffs, or another approved department practice. The suspect's hands will be secured behind their back. Exceptions may occur due to medical reasons, age, or other circumstances. In these instances the person's hands will be secured in an alternative manner such as waist chains, restraints applied in front, or another method approved by a supervisor.
- B. Search Incident to Arrest: In all arrests, an officer will perform a thorough search of the person arrested incident to the arrest at a time and place contemporaneous to the arrest, when feasible, and according to Standard 1.2.4(G). Any item that could be used as a weapon against the officer shall be removed from the possession of the person arrested prior to transport.
- C. Constitutional Rights Advisement: Whenever a person is placed under arrest, the officer shall advise the person of their basic constitutional right to counsel per Criminal Court Rule 3.1 as soon as possible. The threshold for a CCR 3.1 advisement is arrest; there need not be an interrogation.
- D. Arrest of Foreign Nationals: The Lakewood Police Department follows the guidelines set by The US State Department when foreign nationals are subjected to custodial arrest. Arresting officers will advise foreign nationals in their custody of their right to obtain assistance from their consulate. Treaty obligations between the U.S. and certain countries mandate notification of consular representatives regardless of the wishes of the arrestee. Specific practices for notification and a list of countries that mandate notification are maintained in the Patrol Sergeant's book and are placed in the processing area. Foreign nationals are defined as anyone born outside of the United States who has not renounced citizenship in his or her country of origin or become a naturalized immigrant in the U.S. This includes – visitors, migrant workers, persons with temporary work permits, alien residents, illegal aliens, asylum-seekers, or persons in transit.
- E. Reporting:
1. All arrests shall be documented by General Report, Criminal Citation, or Notebook entry.
 2. Arrests will be documented as a Notebook entry only when emergency circumstances are present (i.e. a request for priority assistance from another officer) that necessitate the release of a suspect before they could be booked or cited, or when approved by a supervisor.
- F. Fingerprints and Photographs: The following practices will apply in accordance with RCW 43.43.735 at an approved booking facility by that facility's staff:
1. Mandatory: In the below listed circumstances it will be mandatory for an officer to obtain fingerprints and photographs of any person arrested:
 - a. Any person arrested for a felony.
 - b. Any person arrested and booked for a gross misdemeanor.
 2. Optional: An officer may cause an adult or juvenile arrested for a misdemeanor to be fingerprinted and/or photographed.

1.2.6 Alternatives to Physical Arrest and Continued Physical Custody

Principle: Control increasing jail costs by providing alternatives to bookings in identified situations. The Lakewood Police Department authorizes the use of alternatives to physical arrest and/or continued physical custody for adults

under certain circumstances. The practices provided in this Standard shall be adhered to whenever an alternative to physical arrest and/or continued physical custody is used.

Practice:

- A. Alternatives: In the following instances, Officers will write a General Report, referred to the municipal court prosecutor for charging, and may release the offender:
- Driving Offenses including: NVOL without ID, Failure to Transfer Title, Trip Permit Violation
 - Reckless Driving
 - Theft 3rd
 - Possession of Marijuana (misdemeanor offense)
 - Possession of Drug Paraphernalia
 - Patronizing a Prostitute
- B. Officer Discretion: Officers may book offenders into an approved jail facility if the above offenses are not the primary offense. Officers may administratively book offenders if they reasonably believe the offender is not fully disclosing his/her identity and/or may have outstanding arrest warrants for assault. Officers may also administratively book offenders if the individual is a chronic criminal and the officer feels it appropriate to get an updated booking photograph.
- C. Officer Discretion (continued) Officers may book or write a General Report, refer to the municipal court prosecutor for charging, and release the offender for the following offenses:
- Obstructing a Public Servant
 - Disorderly Conduct
 - Criminal Trespass
 - Driving While License Suspended 1st
- D. Warrant Sweeps: The Lakewood Police Department will conduct periodic warrant sweeps for individuals with warrants who chronically offend, fail to appear in court, or who act out while sentenced to an alternative to incarceration.

1.2.7 Use of Discretion

Principle: Discretion is defined as the freedom to make decisions or latitude of choice within certain legal bounds. When exercising discretion, it is imperative that officers take into consideration the best interests of the public, any mitigating circumstances, the severity of the situation at hand, and the goals and objectives of the department. Also refer to the Code of Conduct in this Manual.

1.2.8 Strip and Body Cavity Searches

Principle: It is the policy of the Lakewood Police Department to prevent unnecessary infringements of personal privacy by limiting strip and body cavity searches in compliance with RCW 10.79.

Definitions / RCW 10.79.070

Strip Search: Means having a person remove or arrange some or all of his or her clothing so as to permit an inspection of the genitals, buttocks, anus, or undergarments of the person or breasts of a female.

Body Cavity Search: Means the touching or probing of a person's body cavity, whether or not there is actual penetration of the body cavity.

Body Cavity: Means the stomach or rectum of a person and the vagina of a female.

Practices: Authority for Strip Search / Body Cavity Searches With / Without Warrant of Prisoners: Due to numerous legal restrictions regarding the manner in which strip and body cavity searches are performed (RCW 10.79.100), a strip or body cavity search will only be performed at an approved jail facility by trained personnel pursuant to their policies and procedures, and by their personnel. An exception may occur if the person arrested is admitted to a medical facility. In this case, the officer coordinating the search shall review RCW 10.79.080 and 10.79.100 and ensure compliance with the standards provided in the law. Nothing in this section shall be interpreted to prohibit the consensual search of confidential informants pursuant to Standard 42.2.7. References to "officer" refer to fully commissioned police officers.

1.2.9 Bias-Based Profiling

Principle: This policy is intended to reaffirm the commitment of the Lakewood Police Department to non-biased policing, to clarify the circumstances in which officers can consider race or ethnicity when making law enforcement decisions, and to reinforce procedures that serve to assure the public that we are providing service and enforcing laws in an equitable way.

Practice: In order to be effective we must be trusted and deal with both the reality of the difficult and complex job of policing and the perception of police work. The leadership of the department shall sign commitments pledging their full support toward ensuring non-biased policing within the Lakewood Police Department.

- A. Bias based profiling is prohibited. Investigative detentions, field contacts, traffic stops, arrests, searches, and property seizures by officers will be based on a standard of reasonable suspicion or probable cause. Race or ethnicity can never be used as the sole basis for probable cause or reasonable suspicion. Officers must be able to articulate specific facts and circumstances that support reasonable suspicion or probable cause. Race or ethnicity shall not be motivating factors in making law enforcement decisions and officers shall not consider race or ethnicity in establishing either reasonable suspicion or probable cause. Furthermore, officers shall not consider race or ethnicity in deciding to initiate even those nonconsensual encounters that do not amount to legal detentions or to request consent to search. Officers may take into account the reported race or ethnicity of a specific suspect or suspects based on trustworthy, locally relevant information that links a person or persons of a specific race or ethnicity to a particular unlawful incident.
- B. All enforcement personnel will receive training to ensure they understand Department policies on non-biased policing and receive base-line training on procedures to avoid perceptions of biased policing.
- C. Sustained complaints of bias based policing shall result in corrective action and/or discipline.
- D. The Professional Standards Section will provide the Chief with a documented annual review of agency practices and citizen concerns.
- E. Supervisors shall ensure that all personnel in their command are familiar with the content of this policy and are operating in compliance with it.

1.3 FORCE RESPONSE BY OFFICERS

PHILOSOPHY: The Lakewood Police Department strives to deliver police services as efficiently and unobtrusively as possible. Police Department members attempt to obtain voluntary compliance if the situation permits, recognizing that a subject's decisions cannot be controlled. It is recognized that officers are expected to make split-second decisions and that the amount of time available to evaluate and respond to changing circumstances may impact an officer's decision. While various degrees of force exist, each officer is expected to use only that degree of force reasonable under the circumstances perceived by the officer at the time of the event to successfully accomplish the legitimate law enforcement purpose and bring the incident under control.

1.3.1 Force Response

Principle: Authorization by Law

- A. RCW 9A.16.020: Authorizes the use of force by officers and private citizens and states that, "The use, attempt, or offer to use force upon or toward the person of another is not unlawful in the following cases":
1. Whenever necessarily used by a public officer in the performance of a legal duty, or a person assisting the officer and acting under the officer's direction.
- The law has not been reproduced in its entirety and all members of the Lakewood Police Department should familiarize themselves with this law.
- B. RCW 10.31.050. "If after notice of the intention to arrest the defendant, he either flees or forcibly resists, the officer may use all necessary means to effect the arrest."
- C. Tennessee v. Garner, 471 U.S. 1 (1985): This Supreme Court decision states that apprehension by use of deadly force is a seizure and must meet Fourth Amendment reasonableness requirements. See Standard 1.3.2 in this Chapter.
- D. Graham v. Connor, 490 U.S. 386 (1989): The Supreme Court explained what standard courts should apply to determine if the use of force was reasonable.

Definitions: The below listed definitions will apply to Standard 1.3.

- A. Force: Any action taken by a Department Member to control a situation or the behavior of others.
- B. Deadly Force: RCW 9A.16.010(2) "Deadly force" means the intentional application of force through the use of firearms or any other means reasonably likely to cause death or serious physical injury.
- C. Necessary: RCW 9A.16.010(1) "Necessary" means that no reasonably effective alternative to the use of force appeared to exist and that the amount of force used was reasonable to effect the lawful purpose intended.
- D. Reasonable Belief: Facts, circumstances or knowledge presented to the officer are sufficient to justify a thought or feeling they or another person was in danger at the time the force was used.
- E. Great Bodily Harm: As described in RCW 9A.04.110 great bodily harm is bodily injury that creates a probability of death or which causes significant serious permanent disfigurement, or which causes a significant permanent loss or impairment of the function of any bodily part or organ.

Practice:

- A. Force Factors: When determining whether or not to apply any level of force and evaluating whether an officer has used reasonable force, a number of factors should be taken into consideration. These factors may include, but are not limited to:
1. The conduct of the individual being confronted (as reasonably perceived by the officer at the time) including whether the suspect is attempting to evade arrest by flight or whether the suspect is actively resisting arrest.
 2. Officer / subject factors (age, size, relative strength, skill level, injury/exhaustion, and number of officers vs. subjects).
 3. Influence of drugs/alcohol and/or the suspect's mental or psychiatric history known by the officer at the time of the incident.
 4. Proximity of weapons.

5. Availability of other options (what resources are reasonably available to the officer under the circumstances).
 6. Seriousness of the suspected offense or reason for contact with the individual.
 7. Training and experience of the officer.
 8. Potential for injury to citizens, officers, and suspects.
 9. Risk of escape.
 10. Previous violent history of suspect known by officer at the time, or other exigent circumstances.
- B. Excessive Force: Any Police Department employee who witnesses any police officer use force that appears to be in violation of this standard, shall report such use of force to his/her immediate supervisor as soon as it is practicable.

1.3.2 Deadly Force (see 1.3.1)

Principle: The Lakewood Police Department, in adherence to U.S. Supreme Court rulings, has further limited the use of deadly force.

- A. When Deadly Force is Authorized: An officer may employ deadly force when that officer has a reasonable and objective belief that a suspect poses an imminent threat of serious physical harm to the officer or others, or the officer has a reasonable and objective belief that the suspect poses an imminent threat of serious physical harm to the officer or others should arrest be delayed and a warning to stop is first given to the suspect, if feasible.

The objectively reasonable standard is based upon the totality of the facts known to the officer at the time.

- B. Authorized Discharge of Firearm: In addition to the instances when deadly force is authorized, officers may discharge a firearm in the following instances.
1. To kill an animal that is so seriously injured that humanity requires its removal from further suffering and no other disposition is practical. The officer must have prior approval from a supervisor, but may act humanely if a supervisor does not respond in a reasonable amount of time. SOUTHSOUND 911 Communications shall always be given advance notice, either by telephone or radio contact, of the pending firearm discharge. A General Report shall be written to document the action.
 2. To perform firearms training or qualifications at an approved shooting range or for lawful recreational purposes.
 3. To perform forensic testing.

1.3.3 Warning Shots

Principle: Due to the extreme hazards warning shots pose to bystanders and citizens, warning shots are not authorized.

1.3.4 Less Lethal Force

Principle: When less lethal force is appropriate officers should assess the incident in order to determine which less lethal technique or weapon will best de-escalate the incident and bring it under control in a safe manner. Officers shall adhere to the same standards when applying "less lethal force" as required upon use of force pursuant to this chapter.

Practice:

- A. Physical Force:** All physical force employed by an officer must conform to the standards set by the RCW and *Graham v. Connor* (109 S.Ct.1865 (1989)). Officers must articulate in a report the specific facts relied upon to justify the use of force, not the conclusion. The reasonableness of the use of force will be judged by the perspective of a reasonable officer on the scene, as to whether the force used was objectively reasonable in light of the circumstances. Use of force decisions are recognized to be split second judgments, in tense, uncertain, rapidly evolving circumstances.
1. **Authorized less lethal force tools:** The carrying of ranged less lethal force tools by uniformed LPD personnel is mandatory. All uniformed personnel shall carry an impact weapon (either ASP or straight baton) while in uniform. In addition, all uniformed personnel shall carry either OC10 or a Taser while in uniform. Officers may choose to carry both OC10 and a Taser while in uniform. Officers shall be authorized to carry only Tasers or OC10 issued by the department. The carrying of impact weapons, OC10, and Tasers by plain clothes personnel is optional.
- B. Use of Oleoresin Capsicum (OC):** The carrying of OC by fully commissioned officers in a non-uniform assignment and command staff is optional.
1. The reasonable employment of OC spray for defense or control is permitted only when there is some level of articulable threat to the officer or others. The use of OC spray is not inconsequential, and must be justified by the circumstances known to the officer at the time.
 2. Cool water should be used to rinse the contaminated area of the persons who have come in contact with OC as soon as is practicable.
- C. Impact Weapons:** The carrying of the department-approved baton is mandatory for fully commissioned uniformed officers and optional for fully commissioned officers in a non-uniform assignment and command staff.
1. When the baton is being carried, it must be readily accessible to the officer at all times.
 2. It is the intent of the department that an authorized baton be used as an impact weapon when such force is objectively reasonable. In situations when an impact weapon is the objectively reasonable tool to use, other items immediately accessible to the officer may be used as impact weapons in the manner prescribed in this Standard.
 3. An impact weapon will not be used, as a weapon, against non-combative persons.
 4. When using impact weapons, blows shall not be intentionally delivered to a person's head, neck or throat areas unless the use of deadly force is justified. Intentional strikes to the head, neck, or throat with an impact weapon are considered to be deadly force and shall only be used in compliance to Standard 1.3.2.
 5. The standard issue impact weapon of the Lakewood Police Department is the ASP expandable baton. Officers may carry a personally owned impact weapon. If an officer chooses to carry a personal impact weapon the purchase, care and maintenance of the impact weapon shall be at the officer's expense. Officers may choose an expandable straight baton or a fixed straight baton. No other types of batons are authorized for duty. Officers choosing to carry a personally owned impact weapon shall follow the following guidelines.
 - Only batons professionally manufactured for use as police impact weapons may be carried.
 - Officers choosing to carry a personal baton shall have the baton inspected by PSS and a member of the DT Cadre.

- Any modifications to the baton, including caps, nubs, or other modifications shall be approved by PSS and a member of the DT Cadre.
- Duty batons shall not exceed 28 inches when fully extended.

D. Taser: Fully commissioned police officers, reserve officers, court compliance officers, and Animal Control Officers may carry or use tasers. Community Service Officers (CSOs) are not authorized to carry or deploy tasers. The taser is considered a non-lethal weapon, highly unlikely to cause death or serious physical injury and intended only to temporarily incapacitate a violent or potentially violent subject. It is anticipated the appropriate use of the taser will result in fewer serious injuries to both officers and subjects. Tasers are intended to provide officers with a force response option that may be appropriately used when necessary to confront any of the following circumstances:

- To overcome a subject's combative intent, physical resistance, and/or assaultive behavior, or
- To control, disable or subdue persons bent on harming themselves or others, or
- To provide self-defense.

At the same time, tasers may not be used where statutory requirements for use of force cannot be satisfied. Examples include use of the taser against passive subjects, or for the purpose of recovering evidence or, absent suspect resistance justifying the legal application of necessary force. In no situation are officers required to use less force than is being threatened by a subject.

Personnel must successfully complete a Department authorized training and certification course before they may use a taser. Officers may only use a taser issued by the Department.

Applications of the taser are expected to conform to the principles outlined in the Departments' training and certification course, and be consistent with Department policy on the use of force. In deciding to deploy a taser, officers should carefully evaluate conditions or factors they know or have reason to believe about subjects that may affect responses to the deployment or increase the indirect risks (such as injuries caused by a fall) of the deployment. Such conditions or factors include subjects who are: very old or very young; known to be pregnant; physically disabled; subjects in wheelchairs or other personal mobility devices; subjects known to have neuromuscular disorders such as multiple sclerosis, muscular dystrophy, or epilepsy; subjects known to be wearing pacemakers or other biomedical devices sensitive to electrical current; subjects suffering from a debilitating illness or medical condition; or drug users. In such cases the need to stop the behavior should clearly justify the potential for additional risks.

Animal Control Officers should consider that the use of a taser against a human subject is for self-defense only. Lacking other means and authority to control an aggressive subject, the officer should plan an avenue of retreat and/or means to create distance for safety when the taser is no longer deployed on the subject. In all cases of self-defense against a human subject, the Animal Control Officer shall disengage as soon as it is safe to do so and request back-up.

Furthermore, in deciding to deploy a taser, officers should carefully evaluate the environmental conditions and physical settings in which they confront subjects. These may include a subject's exposure to flammables such as gasoline, gunpowder, explosives, or alcohol-based pepper spray that may be ignited from a spark; or the subject's position near a fire, stairwell, or swimming pool where the risks of secondary injuries from incapacitation or falls may be increased.

At the earliest practical opportunity, an LPD supervisor shall be notified of a potential for, or completed, less lethal taser application and shall determine if it is necessary to respond to the scene. Where the above-noted conditions or factors are involved, a supervisor shall respond to the scene, documenting the on-site presence in the use of force packet.

After deploying a taser against a subject, officers shall adhere to the practices described in Manual Of Standards section 1.3.5 Post Use of Force Practices.

- E. Vascular Neck Restraint (VNR): Only officers trained in when to use, and how to apply, the VNR are authorized to employ the VNR techniques. Those officers authorized to employ the VNR will receive refresher training on an annual basis at a minimum.

The WSCJTC is the agency certifying instructors in the VNR and LPD DT Instructors must have a current VNR Instructor certification through the WSCJTC in order to teach VNR techniques and to certify officers in the VNR techniques.

Some types of neck restraint holds are considered a use of deadly force while others through technique and level of application are available for use at lower levels of force. "Bar arm" type chokes that compress the airway and other structures of the front part of the neck shall be considered a use of deadly force. The Vascular Neck Restraint (VNR) technique which applies pressure to the lateral portion of the neck and restricts blood flow to and from the brain shall not be considered a use of deadly force.

Absent justification for the use of deadly force the Vascular Neck Restraint is the only department authorized neck restraint technique. VNR is categorized into two levels of application:

1. Level I – Control - May be used to overcome active-static or active-egressive resistance.
2. Level II – Compression - May be used to overcome aggressive resistance or when other force options are ineffective.

As with all use of force incidents, uses of VNR will be documented in the general report citing the specific circumstances of use, the subject's actions, level of VNR applied, how quickly compliance was achieved, how compliance was indicated, whether or not the person was rendered unconscious, any injuries to the officer or to the subject, and if applicable, the name of the medical professional who examined the subject as well as the two hour observation of the subject after application. A copy of this report will be attached to the Blue Team. If the subject is screened by fire or hospital personnel, a copy of their evaluation should be given to the appropriate booking facility along with a medical records release form if this is obtained.

All subjects who receive an VNR application, regardless of whether they are rendered unconscious, shall:

- a. Be handcuffed (double locked and properly gauged).
- b. Be screened by a hospital emergency room physician or other medical professional; the officer will advise the medical professional that a VNR has been applied to the subject.
- c. If rendered unconscious, be under visual observation for two (2) hours following the application of the VNR. This observation period may include observation of the subject in the jail prior to placement into population. The officer observing the suspect will notify EMS and/or seek medical attention in the even the officer observes changes in the suspect's condition.
- d. Have the VNR application noted on their booking form.

- F. Police Service Dog (PSD): Refer to Standard 41.1.4 for practices regarding applying a PSD as a use of force.
- G. Specialty Munitions: Only fully commissioned personnel who have successfully completed departmentally approved training courses in the proper use and deployment of specialty munitions shall be authorized to use or deploy them.

1.3.5 Post Use of Force Practices (Also Refer to Standard 1.3.6 & 1.3.7)

Principle: The force response may cause injury to citizens and/or officers. Officers are obligated to render medical aid to any person who is under arrest and in medical need. In addition, a force response must be justified by the officer employing the force. The review of incidents involving the use of force allows the Police Department to ensure that force is being used appropriately and to identify organizational needs (training, equipment, etc...) in this area.

Practice: Whenever an officer uses the below listed force, the following practices shall apply:

- Any use of physical strength, skill, or pain compliance techniques that results in a visible injury or complaint of injury
 - Any use of physical strikes (blows)
 - Any use of a less lethal weapon as identified in Standard 1.3.4
 - Any discharge of a firearm – except during departmental training or off-duty recreation
- Any time multiple officers are required to overcome resistance
- A. Medical Assistance:** Whenever there is a significant injury or loss of consciousness a medical response shall be requested immediately. If the person has received minor injuries or is complaining of injury, the officer shall offer to have medical aid respond for the subject. Officers shall make every effort to facilitate the rendering of aid to an injured person while maintaining necessary control of the person for safety reasons.
- 1. Taser Dart Removal:**
- a. **By Officers:** Officers may remove the taser darts from the person or his/her clothing when the darts have not struck sensitive areas. The darts shall be treated as contaminated bio-hazardous sharps.
 - b. **By Medical Staff:** If a dart(s) strike a suspect in a sensitive area (face, breast, genitals) the suspect shall be transported to a medical facility for the dart(s) to be removed. The darts will be collected as evidence and photographs of the injuries will be taken.
- B. Report to Supervisor:** The officer shall report the incident to the on-duty patrol supervisor as soon as is practicable after the incident has been controlled. A supervisor shall respond to the scene whenever practicable, to ensure that the proper practices are followed, and evaluate the necessity for additional resources and/or investigation. Some circumstances warrant a supervisory presence and on-scene medical evaluation at the site of a taser application. Such circumstances can include uses of the taser on a very young or very old subject; where the officer has credible information on a subject's preexisting medical condition; on a subject found to have a special medical condition (for example, pregnancy or epilepsy) or a debilitating illness; or on a subject whose demeanor and response required repeated applications of the taser and/or other uses of force. In situations where three or more taser applications were required or where the noted factors or conditions of the tasered subject are found to be present, a supervisor shall be called to the scene. When a supervisor cannot respond, as soon as possible they will conduct a thorough review of the force response.
- C. Written Report:** Involved officers will be responsible for completing a Force Response Review. The review will include documentation of the events resulting in the force response, the type of force used, and the results of that force. Supervisors will review the report to ensure compliance with applicable policies and procedures and forward it up the chain. This should occur before the involved officer ends his/her shift. PSS retains the review to conduct its annual Force Response analysis.
- 1. Officers:** All officers involved in an incident resulting in a force response shall complete a supplement to the police report regarding their involvement in the incident.
 - 2. Supervisors:**
 - a. A more thorough investigation into the force response may be requested. Supervisors should collect the necessary information at the time of the incident to complete such an investigation.
 - b. The command staff should be notified of incidents where either the suspect or officer is seriously injured. Refer to Standard 12.1.2 to ensure proper Command Notification.

- D. Use of Firearm or Taser on an Animal: If an officer fires on an animal with his/her firearm or Taser a General Report is required. Additionally a department Force Response review is required. Following this procedure will ensure that discharges of firearms are reviewed, and that Taser applications are documented. This is especially important in the case of the Taser applications, so that Taser data downloads (by serial number) are accurate.

1.3.6 Law Enforcement Officer Involved Traumatic Incident Policy (Also Refer to Standard 1.3.5 & 1.3.7)

Principle: The Lakewood Police Department recognizes that trauma can occur when its officers are involved in incidents wherein an officer either uses or becomes a victim of the use of potentially deadly force. Because the effects of this kind of trauma may seriously affect the way an officer may be able to continue to perform his/her duties as a law enforcement officer it is in the best interest of the officer and the public to immediately intervene in order to promote the mental and physical well being of the officer, in order to maintain the proper functioning of the officer for the benefit of the public and in order to properly investigate all such uses of potentially deadly force. This policy shall apply in the event of an officer involved shooting resulting in death or injury. An officer/sergeant can also request that the policy (or applicable parts of it) be applied to other traumatic situations impacting the ability of the officer to do his/her job. It is the policy of the Department to assist officers in recognizing and dealing with trauma to minimize its negative effects. The following procedure will give guidance to supervisors and administrators to follow in officer-involved traumatic situations involving department members and which involve imminent or actual serious or fatal injury to the officer or other persons.

Practices:

- A. Traumatic Incidents Occurring Inside the Lakewood Police Department Jurisdiction:
 - 1. Where the Lakewood Police Department has primary jurisdiction, the Major Crimes Section will handle all traumatic incidents, including those involving officers of other agencies.
 - 2. The Lakewood Police Department will coordinate with such other agencies so that they will be able to conduct their internal investigations with the least amount of disruption to either agency.
- B. Officer's Responsibilities: When a Lakewood Police officer is involved in an officer-involved traumatic incident in Lakewood; SOUTHSOUND 911 dispatch will be immediately notified. SOUTHSOUND 911 dispatch, in turn, will dispatch a field supervisor to the scene to take charge. The officer will secure the scene until incident command is assumed by the responding field supervisor. The Officer will report the scope of the scene, to include:
 - 1. Location of all suspects, or their direction of escape, continuing threats, and types of weapons;
 - 2. Injuries to involved officer(s) or other persons;
 - 3. Locations of potential evidence that can be lost, destroyed, stolen, or contaminated;
 - 4. Identification of potential witnesses.
- C. Field Supervisor's Responsibilities:
 - 1. The first supervisor at the scene will be responsible for stabilizing the situation and insuring the integrity of the crime scene. S/he will relieve the officer(s) directly involved in the Officer-Involved Traumatic Incident from all scene-related duties as soon as possible.
 - 2. The incident commander at the scene will contact the Command Duty Officer (CDO).
 - 3. The incident commander will document all non-involved Department personnel at the scene along with any potential witnesses and make sure that they are either interviewed by investigative personnel or have had an opportunity to provide a written statement or written report, prior to their dismissal (see

Section V. herein below). Reasonable efforts shall be made to keep officers and other witnesses separated prior to witnesses making any statements about the incident.

4. The incident commander will treat the officer(s) involved in the traumatic incident with sensitivity and awareness as to the potential of Post Traumatic Stress Syndrome and/or other psychological trauma.
5. The incident commander will ensure that the involved officer(s) are transported as quickly as practical to the station or other suitable location and provided with a peer support member who meets the definition in RCW 5.60.060 (6). This assistance will be provided by an officer who was not involved in the incident and who will keep the officer insulated from unnecessary contact. A peer support officer will assist, as appropriate, in contacting the officer's family and/or additional chosen peer officer. The officer(s) involved in the incident shall be provided a reasonable time to consult with legal representation (Lakewood Police Independent Guild legal counsel and/or other Lakewood Police Independent Guild representatives) of their choosing regarding procedural and due process rights prior to their formal interview. The officer will not be formally interviewed immediately after the incident.
6. In cases involving the use of an officer's primary duty weapon, the involved officer(s) will normally retain their weapons until they are secured under the direction of investigative personnel. This will limit the chain of custody and unnecessary handling of the weapons. Peer Support will ensure a replacement duty weapon is provided. This will be done as quickly as possible and before the officer is released from duty.
7. In cases where the officer is injured, a supervisor will respond to the hospital to control the situation there. If the officer is unconscious or deceased, the officer's immediate chain of command will ensure that emergency notifications are made (usually through the use of a chaplain). The supervisor will provide support to the officer and their family and maintain the integrity of the emergency room. The supervisor will insure that any clothing or evidence (including the officer's weapons) is secured at the hospital.
8. The involved officer(s) shall be released from normal duties as soon as practical. The officer(s) will be placed on paid administrative leave for at least three (3) days and shall be returned to regular duty when authorized by the Chief of Police.
9. The incident commander will transfer incident command to the Investigations Unit Lieutenant or the Investigations Unit Lieutenant's designee when the incident is predominantly investigative in nature and there are no longer significant tactical field operations on-going.

D. Patrol/Command Staff Responsibilities:

1. Immediately upon being contacted by the incident commander, the Command Staff member shall ensure the following notifications are made:
 - a. The Chief
 - b. The Assistant Chief
 - c. The Public Information Officer
 - d. The Human Resources Director or designee
 - e. The Investigations Lieutenant
 - f. The Lakewood Police Independent Guild President or Executive Board Member
 - g. A Lakewood Peer Support Officer
 - h. Lakewood Legal Advisor

E. Criminal Investigations Responsibilities:

1. The Investigations Unit Lieutenant will be in charge of the Investigations Team where the incident location is within the jurisdiction of the Lakewood Police Department. S/he will insure a thorough investigation is completed, and will either assume incident command or ensure an appropriate

supervisor does so when the incident is predominantly investigative in nature and there are no longer significant tactical field operations on-going. The Investigations Lieutenant will ensure that sufficient investigative personnel are provided.

2. The Investigations Unit Lieutenant shall ensure the following notifications are made:
 - a. The Prosecuting Attorney (or designee)
 - b. The Pierce County Medical Examiner (or designee) (when there is a fatality)
- F. Statements: Should the officer(s) involved decline a voluntary statement, the Major Crimes Section will conduct a full investigation prior to interviewing the officer(s) involved. All aspects of the investigation will be completed absent the involved officer(s) interview(s). Upon completion of the investigation all facts will be presented to the Chief of Police for review. The review will be made prior to the determination of the issuance of *Garrity* to the involved officer. The determination of *Garrity* will be at the sole discretion of the Chief of Police upon review of the facts of the case.
- G. Interviews:
 1. The officer(s) involved in the incident will be allowed to have a representative (an uninvolved person) of their choice present during the interview. The absence or unavailability of a particular individual will not be grounds to delay the investigation (a reasonable amount of time to consult representatives will be allowed). The Department allows the officers involved in a traumatic incident to have a representative present in an effort to aid officers through a stressful situation.
 2. With the officer's consent, formal interviews with officers involved in the traumatic incident will be tape-recorded and then transcribed. The officer will be provided with a copy of the tape and subsequent full transcription.
 3. An officer who is a witness, and not a subject, of the investigation does not have a right to representation during his/her interview unless the officer reasonably believes his/her statement(s) may result in discipline. Under such circumstances, if the officer requests representation he/she will be allowed to have a Lakewood Police Independent Guild representative (an uninvolved person) of their choice present during the interview and will be afforded all the rights set forth in paragraph VI. A. above. Subject to the foregoing, officer witnesses will be required to either submit to an interview with the Traumatic Incident Investigation Team or, at the option of the Investigative Team Leader, submit his/her own written report prior to being released from duty.
- H. Traumatic Incidents Occurring Out-side Lakewood Police Department Jurisdiction: Any Lakewood Police Department officer involved in a traumatic incident while acting as a law enforcement officer outside of the jurisdiction of the Lakewood Police Department will immediately notify the agency of jurisdiction and the on-duty Lakewood Police Department Patrol Supervisor. The on-duty Lakewood Police Department supervisor, in turn, will notify a member of Command Staff. The member of Command Staff will then notify:
 1. The Chief
 2. The Assistant Chief
 3. The Public Information Officer
 4. The Investigations Lieutenant
 5. The Lakewood Police Independent Guild President or Executive Board Member
 6. A Lakewood Peer Support Officer
 7. Lakewood Legal Advisor

The officer may also request the assistance of a Lakewood Police Independent Guild representative (i.e., a Lakewood Police Independent Guild attorney and/or other Lakewood Police Independent Guild representatives).

I. Psychological Evaluations:

1. The Department will arrange an appointment with a psychologist or psychiatrist of the Department's choosing for a mandatory evaluation prior to the officer's return to duty. Though the choice of the psychiatrist or psychologist will be the Department's, the person chosen will have verified experience assisting law enforcement personnel and their families to recognize and cope with the natural response to an officer involved traumatic incident. The psychologist or psychiatrist will be the officer's health care professional and all conversations between the psychologist or psychiatrist are confidential and will be subject to the doctor patient privilege, other than section 2 below.
2. This will be a confidential evaluation. Even though it will be paid for by the City of Lakewood, the only communication to the City of Lakewood and/or the Lakewood Police Department by the psychologist or psychiatrist will be the recommendation of whether or not the officer(s) can perform the essential functions of the job with or without reasonable accommodation. If accommodations are necessary, the nature and duration of the accommodation and whether the officer poses a direct threat to himself/herself or others in the performance of his/her duties shall be disclosed.
3. If it is determined that the officer(s) is/are not recommended for duty by the chosen psychiatrist or psychologist, they will be placed on leave in accordance with the Department guidelines.
4. If it is determined that the officer(s) is/are fit for duty, the officer(s) may be returned to duty. The officer(s) will not return to duty until approved by the department psychologist or psychiatrist and the chief.

J. Returning to Duty:

Upon approval by the Chief for return to duty (see 1.3.6.H.3. above) and prior to the officer's actual return to duty, the officer(s) directly involved in the officer-involved traumatic incident will be offered Post-Traumatic Incident Confidence Training. Such training may include:

1. Firearms Confidence Training. This training will not be conducted for scoring or weapons qualification purposes (the officer's basic qualifications are unaffected by their involvement in the traumatic incident); rather, the sole purpose of the Firearms Confidence Training is to re-acclimate the officer(s) to the feel and sounds of the weapon being discharged.
2. Other Confidence Training such as Tactical Driver Training and/or Defensive Tactics Training which is related to the circumstances of the Officer-involved traumatic incident. Such training will be conducted for the sole purpose of reacclimating the officer to aspects of his/her training and/or duty environment which are designed to reinforce the officer's self-confidence prior to returning to duty.
3. Supplemental orientation regarding common aspects of post-shooting or other post-lethal force trauma.

1.3.7 Force Response Reports and Shooting Reviews (Also Refer to Standard 1.3.5 & 1.3.6)

- A. Composition of Shooting Review Board: The shooting review board will consist of fully commissioned Lakewood Police Personnel including a department state certified firearms instructor.
- B. Authority of Board: The Chief of Police shall convene a Professional Standards Shooting Review Board for the following instances:
 1. To review any on duty shooting by a Lakewood Police Officer, excluding the discharge of firearms for intentionally fired shots at an approved range for training purposes.
 2. If facts indicate that an inquest will be held or criminal charges may be filed against an officer as a result of a discharge of a firearm, the Firearms Review Board shall delay final recommendations until after such court actions are concluded.

- C. Report: The Professional Standards Shooting Review Board will report in writing to the Chief of Police the following information:
1. If violations of current policies and procedures or State statute concerning the use of firearms are found, the Board may recommend that the violation be assigned to another agency for investigation.
 2. Circumstances contributing to the discharge of the firearm.
 3. In the event of an accidental discharge, recommendation to the Chief of Police and firearms instructor to assist in preventing future accidental discharges.
 4. A written summary of the Board's finding shall be presented to the Chief of Police within 14 business days of convening. The results shall be ratified and reviewed with the Chief of Police.
- D. Force Response Review:
1. All Force Response Reports will be forwarded to the Assistant Chief of Police per Standard 1.3.5, via the chain of command. The Force Response Reports will be reviewed to determine if there are any policy, training, weapon/equipment, or discipline issues which should be addressed on an individual or department-wide level. The report may be returned down the chain of command for further review at anytime.
 2. The reviewed Force Response Report will be forwarded to the Professional Standards Section to be included in ongoing analysis of the department's force response written directives and trends. The Professional Standards Section shall prepare an annual report regarding the department's force response incidents and practices.

1.3.8 Administrative Leave

- A. Administrative Leave: Any employee directly involved in the death or serious physical injury of a person, whether by the use of force or other means, shall be placed on administrative leave upon completion of the preliminary investigation. This leave shall be without loss of pay or benefits, pending the results of the investigation. Administrative leave shall not be interpreted to imply or indicate that the employee acted improperly. If the death or serious injury is a result of a use of force, the CIU supervisor responsible for the investigation will submit a Force Response Review and preliminary analysis of the use of deadly force prior to the employee's return to full duty.
1. Availability: While on administrative leave the employee(s) shall remain available for official departmental interviews and statements regarding the incident during normally scheduled work shifts or an alternative shift with four days notice.
 2. Return to Duty: The employee(s) will be required to complete a "Fitness for Duty" exam prior to return to full duty. Upon returning to duty, the employee may be assigned to perform an administrative task for a period of time deemed appropriate by the employee, the psychologist, and the Chief of Police.
- B. Psychological Debriefing, Counseling and Support: Studies have shown that psychological trauma may occur when an employee is directly involved in the death or serious injury of another person. It is the goal of the Police Department to provide the necessary assistance to employees if they find themselves experiencing such a situation.
1. Individual Debriefing with Psychologist: The Assistant Chief will make arrangements for all employees directly involved in the use of force to attend a mandatory psychological debriefing as soon as practicable after the incident. Additionally the department provides mandatory quarterly follow up psychological debriefings for the first year after the incident. The purpose of these debriefings will be to allow the employee to express feelings and to deal with the moral, ethical and/or psychological after

effects of the incident. These sessions will be kept confidential, but the department will receive a suitability-for-duty status report.

2. Group Debriefing: A critical incident group debriefing for all persons involved in the incident shall also be provided when determined necessary by the Chief of Police. Attendance at a group debriefing is mandatory.

1.3.9 Authorized Weapons and Ammunition

Principle: The Lakewood Police Department recognizes that an officer's firearms accuracy performance may be directly connected to the type of weapon he/she uses. The Lakewood Police Department also has a need to control the numbers and types of weapons deployed by its members in order to ensure proper training and maintenance of the weapons. Therefore only weapons and ammunition meeting Lakewood Police Department authorized standards shall be used by department officers in the performance of law enforcement responsibilities both on and off duty.

Practice:

A. Authorized Weapons:

1. Less Lethal: Only less lethal weapons issued by the department are authorized to be carried. The exception is noted in 1.3.4.C.5 of this manual.
2. Firearms:
 - a. Primary Handgun: An authorized primary handgun shall be carried by all general authority, commissioned police officers while on duty. The primary handgun shall be carried on the officer's person and in service ready condition. Officers not in uniform are not required to carry a handgun while inside Lakewood Police Department buildings.
 - b. Secondary Handgun: A second handgun may be carried while on duty in addition to the officer's primary handgun. It is intended for self-defense of the officer when his/her primary handgun is unavailable or non-functional. A secondary handgun must be carried in a concealed manner.
 - c. Off Duty Handguns: General authority, commissioned police officers may elect to carry their primary handgun or secondary handgun while off duty. Any officer electing to carry any other off duty handgun shall first comply with the practices in Section C of this Standard.
 1. If a police officer elects to carry a handgun off-duty, he/she must also carry the Lakewood Police Department badge and his/her department identification at all times while armed in public. The weapon shall be concealed from view.
 2. An officer is prohibited from carrying a department owned firearm off-duty when he/she has consumed alcoholic beverages or is otherwise impaired.
 - d. Long Guns: An officer, who has a long gun issued and is qualified to carry, in a uniformed assignment (excluding bicycle and motorcycle officers) shall carry a long gun in the police vehicle while on-duty.
 - e. Specialty Weapons: SWAT team members are issued and authorized to use additional weapons.
 - f. Department employees who have no peace officer authority to make arrests are not authorized to carry or use a firearm while on duty, nor off-duty under the color of authority of the Lakewood Police Department.

- #### B. Authorized Ammunition:
- Only that ammunition approved and issued by the department shall be carried or used in firearms.

1. Off Duty: When carrying a handgun under the authority granted by the Lakewood Police Department, only that ammunition approved and issued by the department shall be carried or used in a handgun.
- C. Approval Process: Any officer that wishes to carry a privately owned firearm on-duty, or secondary handgun on duty, or other than their primary/secondary handgun while off duty must complete all the below listed practices prior to carrying the handgun. The standard qualification form documents this process.
 1. Inspection: The officer shall permit the department Rangemaster or designee to inspect the handgun for safety and caliber specifications.
 2. Certification: The department Rangemaster or designee must certify that the officer has demonstrated the required proficiency with the handgun.
- D. Unsafe Firearm - Practices: Maintaining authorized firearms in a safe and ready condition is the responsibility of the officer authorized to carry/use that firearm. Whenever an officer determines a firearm to be unsafe, the officer will immediately report the circumstances to a supervisor and the firearm will be removed from service.
- E. Records: The Quartermaster shall maintain records for all department issued lethal and less lethal weapons. The records shall include:
 - Type of weapon – description, model, and serial number
 - Identity of owner and/or assignee
- F. Weapons Security: All authorized weapons must be locked in a department locker or other locked secure locations when being stored at a Lakewood Police Department facility. When off-duty, weapons left in a car must be secured in a locking rack or safe, or the vehicle must be secured in a residential garage, or the weapons must be removed from the vehicle.
- G. Privately Owned Firearms: Officers who choose to carry an authorized, personally owned firearm will pay for and retain ownership of the weapon and all accessories. In addition, the officer is responsible for arranging and paying for any armorer repairs or maintenance required for the gun. For any weapon that is damaged in the line of duty, the Chief of Police may review exceptions to personal expense. In any case, the Lakewood Police Department will not be responsible for normal wear and tear to personally owned weapons, nor for any total loss or damage exceeding \$1,000 to any handgun or \$1,500 for any long gun. Weapons used for service that are valued beyond those amounts are used at the officer's own risk, unless specifically authorized.

Officers shall adhere to all procedures and practices the Department has in place regarding the safety, maintenance, and use of firearms whether the firearms are personally owned or provided by the Lakewood Police Department.

- H. Holsters: All uniformed commissioned personnel are issued and will use a Level III retention Safaril and ALS holster for their duty weapon. Any personnel wishing to use something different must have authorization and approval in writing from the PSS lieutenant.

1.3.10 Weapon Proficiency

Principle: No officer shall be allowed to carry a firearm or any other department weapon prior to completing the department approved qualification and being trained in the use of deadly force.

- A. Initial Training: Before carrying or using any department weapon, an officer shall be trained by an instructor who is currently certified to give instruction with that weapon. Training will include laws concerning the use of force, lethal force, and department policy regarding the same. The training will include familiarization with the weapon, its operation, and safe-handling procedures.

- B. **Demonstrating Proficiency:** Before carrying any weapon on duty, or off duty under the color of Lakewood Police Department authority, an officer will demonstrate proficiency in the use of the weapon to an instructor certified to instruct in the use of that particular type of weapon. This may include, but not be limited to, achieving minimum qualifying scores on prescribed courses of weapon handling and demonstration of knowledge of the laws and department policy regarding use of force and lethal force.
- C. **Notice of Non-Authorization:** Any officer not having the above required initial training or who does not pass the proficiency examination for a specific weapon shall not be authorized to carry or use that weapon in any capacity.

Documentation: The instructor conducting the training will forward supporting documentation for all training completed to the Professional Standards Section. The weapons training documentation will be kept on file for at least six (6) Years after the officer's separation from the department.

1.3.11 Training and Qualification (16.3.6)

Principle: At least annually, all fully commissioned officers, court compliance officers, and Reserve Officers, authorized to carry firearms, or electronic controlled weapons are required to receive in-service training on the department's force response policies. The training may be in conjunction with firearms qualifications, defensive tactics training, in shift briefings, or other training forums. In-service training for less lethal weapons shall occur at least biennially.

- A. **Proficiency Training:** Proficiency training and qualifications will be conducted by a certified instructor.
- B. **Documentation:** All training and qualifications will be documented and forwarded to the Professional Standards Section to be retained as described in Standard 1.3.10.
- C. **Remedial Training / Failing to Qualify:** An officer is not authorized to carry or use any department-owned weapon, or to carry or use any personally owned weapon under the color of department authority when he/she fails to meet the standards set forth in this chapter.
 - 1. For any officer who demonstrates weapon performance below the established proficiency standard, if time allows, the instructor will immediately give remedial training specific to the substandard performance. If time allows following the immediate remedial training, the instructor will give the officer subsequent opportunities to qualify. If the officer's performance meets or exceeds the proficiency standard, it shall be considered as passed.
 - 2. If circumstances do not allow for immediate remedial training and/or subsequent qualification attempts, or if the officer continues to fail subsequent qualification attempts, the instructor will notify the officer's direct supervisor. The officer's chain of command may suspend the officer's authorization to carry the specific weapon until the officer demonstrates successful proficiency with the weapon. This may require a temporary job reassignment that doesn't require the officer to have access to the specific weapon. In consultation with the Professional Standards Section, the officer's chain of command will determine what further actions are appropriate.
- D. **Range Conduct:** The Rangemaster or designated Firearms Instructors shall have authority over all personnel during firearms training. Instructors have supervisory authority over department members and may terminate training for any department member who exhibits tardiness, absenteeism, or inappropriate behavior. Such incidents shall be reported to the department member's chain of command.
- E. **Retired Law Enforcement Officers must qualify:** In compliance with Title 18 USC 921 "Law Enforcement Safety Act, 2004"; specifically Section 3 – relating to qualified retired law enforcement officers:
 - 1. The Lakewood Police Department may, at the direction of the Chief of Police or designee, provide the opportunity for retired members of the police department meeting the requirements as listed under

section 926 C, to qualify with the weapon the retiree intends to carry and provide the retiree with documentation of the same, as required by sub-section (D)(1).

- a. Lakewood Police range staff shall provide the opportunity for firearm qualification to retirees two (2) times each year, or as directed by the Chief of Police.
- b. Qualification curriculum will be the course used and proficiency standards in place during that year. Each participant will have no more than three (3) attempts at qualification. Participants not able to meet the minimum standards will be allowed to attend the next scheduled qualification day.
- c. Documentation shall be forwarded to the Chief of Police denoting the course and standards used and the scores of the attendees.
- d. Qualified retirees shall receive an identification card under the signature of the Chief of Police. Such identification card shall be separate than the retired commission card and shall expire twelve (12) months after the date of issue.
- e. It shall be the responsibility of the individual retiree to provide a current address or contact information to allow for notification of firearms qualification dates and times.
- f. In the event of non-qualification, it shall be the responsibility of the retiree to seek out and obtain any needed remedial training prior to the next scheduled qualification day.

1.3.12 Use of Force Standards

Principle: All officers authorized to carry a lethal or less-lethal weapon shall be provided with a Manual of Standards. In addition, these officers will receive instruction on Section 1.3 (Use of Force) of the manual. Newly hired personnel that will be authorized to carry a lethal or less lethal weapon will be provided the applicable Manual of Standards and instruction in those standards prior to authorization.

AGENCY JURISDICTION AND MUTUAL AID

2.1 AGENCY JURISDICTION AND MUTUAL AID

PHILOSOPHY: The Lakewood Police Department understands that cooperation among law enforcement agencies is essential in order to provide the community with the level of service it expects. Department members are encouraged to network with other law enforcement professionals to develop positive working relationships with their professional peers. The Lakewood Police Department has developed the following guidelines to assist in determining jurisdiction and providing mutual aid.

2.1.1 Geographical Boundaries

Practice: The corporate city limits of the City of Lakewood comprise geographical boundaries for the Lakewood Police Department. The Assistant Chief or designee is responsible for the revision and updating of the boundaries as needed. The specific geographical boundaries are available in the following manners:

- A. Pierce County Emergency 911 (E-911) System: The City of Lakewood and Pierce County have determined specific delineations of the boundaries of the City of Lakewood. Each street within the city has been reduced to block ranges and entered into the E-911 automated system. This ensures each 911 call is correctly directed to the appropriate jurisdiction.
- B. SOUTHSOUND 911 Communications Computer Aided Dispatch (CAD): The CAD system includes each street within the City of Lakewood and distinguishes the reporting district.
- C. Maps: A detailed map is located in SOUTHSOUND 911 Communications and in the Turn-out Room of the Lakewood Police Department. The maps are updated as needed.

2.1.2 Concurrent Jurisdiction

Principles:

- A. Communication: Members of the Lakewood Police Department have the capability to monitor radio communications and communicate with neighboring agencies, the Washington State Patrol, and Pierce County Sheriffs Department. These communication linkages between agencies facilitate the prompt and appropriate response if assistance is required.
- B. Providing Assistance: Police officers of the Lakewood Police Department will provide assistance to any law enforcement agency conducting business in the City that has requested appropriate and reasonable assistance. Unless the assistance is of an emergent nature, the on-duty supervisor should approve the request prior to it being provided.
- C. Jurisdictional Issues: In any situation where a question arises concerning jurisdiction with another agency, the responding Lakewood officer will make every attempt to resolve the matter in the most professional manner possible. If a resolution is not possible, the on-duty supervisor shall be requested to provide assistance. If no amicable solution can be reached, the matter should be handled by this department in the interest of the community and a report outlining the situation submitted to the Chief of Police.

Practice: The Lakewood Police Department shares concurrent jurisdiction with several enforcement agencies. The identity of the agencies and responsibilities shared with our department are as follows:

- A. Washington State Patrol (WSP): The primary function of the WSP within the city limits of Lakewood is enforcement of traffic laws and to investigate traffic collisions on certain state highways. The WSP investigates all traffic collisions on State Route 512 (East of the intersection of SR 512 and Pacific Highway SW/South Tacoma Way), and on Interstate 5 in its entirety as it runs through the city.

- Major Criminal Investigations: Lakewood Police Department patrol sergeants and/or lieutenants should offer assistance to the WSP for the investigation of major crimes committed within the city limits of Lakewood, but in WSP jurisdiction.
- B. Pierce County Sheriff's Department: Pierce County Sheriff's Department deputies have full police authority within the city limits of Lakewood.
- C. Utilities and Transportation Commission: This agency has the authority to conduct commercial vehicle inspections and enforcement within the city limits.
- D. The Department of Fisheries and the Liquor Control Board: Officers from these agencies have full enforcement authority within the City of Lakewood. Lakewood police officers also have the authority to enforce fishery and liquor violations within the city limits.
- E. Federal Law Enforcement Agencies: Officers from these agencies have enforcement authority for federal law violations within the city limits. The Lakewood Police Department supports the practice of concurrent federal and state investigations within the city limits and working closely with federal law enforcement agencies.

2.1.3 Mutual Aid

Principle: The Lakewood Police Department follows the laws stated in the Washington Mutual Aid Peace Officers Powers Act (RCW 10.93) when dealing with mutual aid issues. The law provides general authority to Washington peace officers to enforce traffic or criminal laws anywhere in the state. In addition to the Act, the following practices apply:

Practice: The following guidelines apply when requesting mutual aid or providing it during unplanned, emergent circumstances. Also refer to Chapter 46 of this manual for information regarding mobilization phases that may apply in situations requiring mutual aid.

- A. Request for Mutual Aid: In situations that require mutual aid assistance, any on-duty Lakewood police supervisor may request assistance from a neighboring agency. The request may be made either by direct contact with the requested agency or through dispatch. Outside personnel responding to a Lakewood Police Department request will report to the Lakewood supervisor in charge of the incident
 - Documentation: The Lakewood supervisor shall obtain the names and agencies for all officers that respond and provide actual assistance. This information will be included in the police report of the incident. If any outside agency officer provides assistance that requires a supplemental report, the Lakewood supervisor shall request and obtain that report. The Lakewood supervisor will notify Command Staff regarding the circumstances requiring mutual aid and the type of aid received. This notification shall be completed by the end of the shift in which aid was received.
- B. Response for Mutual Aid: No officer shall respond outside the City of Lakewood to a request for mutual aid by another law enforcement agency without first being authorized by the on-duty Lakewood police supervisor. The Lakewood supervisor shall designate how many (if any) units will be sent to provide mutual aid. Whenever possible, a supervisor shall also respond to monitor the mutual aid being provided and to ensure direct supervision of Lakewood personnel. If a supervisor is not available to respond, the supervisor will designate one of the responding officers as a "lead" officer.
 - Documentation: The Lakewood supervisor will ensure any necessary reports are provided to the agency requesting mutual aid by the end of the shift in which the aid was provided. The Lakewood supervisor will notify Command Staff regarding the circumstances requiring mutual aid and the type of aid provided. This notification shall be completed by the end of the shift in which aid was received.

2.1.4 Federal Law Enforcement or National Guard Assistance/Emergency Situations (LMC 8.80)

The Lakewood Police Department may face an emergency situation that requires the immediate assistance of Federal Law Enforcement agencies or the National Guard. The Command Duty Officer (CDO) or designee may request assistance from federal law enforcement agencies. Refer to Chapter 46 of this manual for additional information regarding emergency situations. (Rev. 02/10)

CONTRACTUAL AGREEMENTS FOR LAW ENFORCEMENT SERVICES

3.1 CONTRACTUAL AGREEMENTS

PHILOSOPHY: The Lakewood Police Department may provide law enforcement services to other agencies or to the general public through a contracted services agreement between the agency and the City of Lakewood. Prior to providing contracted law enforcement assistance, the elements of the services will be identified in a written agreement and approved by the City Attorney, City Clerk, and City Manager.

3.1.1 Contractual Services Provided

Principle: All written agreements shall include, but are not limited to, the following information.

- A. Scope of Services: All agreements shall clearly identify the specific services to be provided.
- B. Financial Arrangements: All agreements shall include specific language setting forth financial agreements between the parties.
- C. Records: All agreements shall specify what records concerning the performance of services are to be kept by the Lakewood Police Department. All incident/police reports shall be retained by the Lakewood Police Department.
- D. Duration, Modification, and Termination: All agreements shall specifically state the duration or term of the agreement, provide that the agreement may be modified only in writing, and provide a process to terminate the agreement.
- E. Legal Contingencies: All agreements shall include specific language dealing with legal contingencies.
- F. Personnel: All agreements shall specifically state that the Lakewood Police Department shall directly supervise and control the department personnel under the agreement.
- G. Equipment and Facilities: All agreements shall specifically identify the equipment and/or facilities, if any, that the contracting agency is going to provide.
- H. Review: Before extension of the contract, it shall be reviewed and revised, if necessary.

3.1.2 Employment Rights

Principle: Employees of the Lakewood Police Department who are assigned to fulfill services under a contract agreement shall not lose any rights or benefits provided to other departmental employees in the same job class.

ORGANIZATION AND ADMINISTRATION

11.1 ORGANIZATIONAL STRUCTURE

PHILOSOPHY: The organization of the Lakewood Police Department reflects how we accomplish our missions, and achieve the outcomes described in the department mission and vision statements. It is intended to be a flexible, dynamic, and highly adaptable organization, in order to meet the changing conditions and needs of the citizens that we serve. This structure has the effect of increasing two-way communication and opens the decision making process within the department. It also encourages and facilitates every employee to develop solid leadership skills, especially the opportunity and ability to coach and mentor those around them, with the result being a highly skilled, effective, and professional team. Leaders at all levels are charged with the professional development of their subordinates at every opportunity.

Mission Statement: Protect Life and Property; Reduce Crime; and Build Better Communities; Respect and Protect Individual Rights; Enforce the Laws of Lakewood and the State of Washington.

Vision Statement:

- Value Based: Recognized for Fairness, Integrity, and Character
- Community Based: Making a Difference; Responsible for Building Better Communities
- Tactically Competent: Highly Proficient in Policing
- Strategically Focused: Research-Based, Proactive, Problem-solving Operations
- Technically Excellent: Standards, Equipment, Technology, and Training Sufficient to Enable a Smaller Number of Officers to Wield a Big Impact
- Culturally Aware and Ethnically Diverse

11.1.1 Organization Structure

Principle: The Lakewood Police Department consists of five major elements: Office of the Chief of Police; Professional Standards Unit (PSS); the Criminal Investigations Unit (CIU); Patrol Operations Unit (Patrol), and the Specialty Unit. Each element is responsible for multiple functions, described in the following paragraphs.

Practices:

A. Office of the Chief of Police:

1. General: The Chief of Police, under the general direction of the City Manager, is responsible for: planning, organizing, directing, and controlling the activities and the staff of the Lakewood Police Department. The Chief is also the primary developer and shepherd of the core values of the organization. Department personnel report to the Chief of Police through their chain of command.
 - a. Community Safety Resource Team: The CSRT is a combined unit consisting of Neighborhood Police Officers (NPO), Community Service Officers (CSO), and Code Enforcement Officers reporting directly to the CSRT Lieutenant. They focus on Community Mobilization and Crime Prevention to resolve issues and improve the quality of life in their assigned neighborhoods.
 1. Neighborhood Policing Section: The department maintains Neighborhood Police Officers who are integral assets to the department's overall approach to community policing. A Sergeant who reports to a Lieutenant supervises the Neighborhood Police Officers and their CSO partners. The officers/CSOs

assigned to the section perform normal patrol functions as well as provide community-oriented policing to the specific geographic communities assigned to them.

- b. Crime Analysis Section: The primary function is to support the department COMPSTAT program, which is achieved through detailed analysis of crime statistics, patterns and trends, and publish related documents and reports for other members of the department and the public when appropriate.
2. Chain of Command: The chain of command described below applies to all sworn and non-sworn personnel, including volunteers and temporary employees.
- a. The Assistant Chief commands the Patrol Operations Unit, Specialty Unit,, Professional Standards Unit, and the Criminal Investigations Unit (CIU). The Assistant Chief is responsible for the day-to-day operations of the LPD, for assisting the Chief of Police in ensuring effective planning and organization, proper and effective stewardship of resources, the professional development of subordinates, and promotion of LPD core values.
 - b. Lieutenants are second level supervisors who command units. They are directly responsible to the Assistant Chief. Lieutenant's duties include: Establishing goals for the unit that complement and support department and city goals; promoting department core values; coordinating unit activity internally; with other department units and sections; city staff; and external agencies; preparation and administration of applicable sections of the department budget; ensuring compliance with written directives and standards.
 - c. Sergeants are first-level supervisors, and command sections or squads. They are directly responsible to a Lieutenant. Sergeant's duties include: Supervising personnel assigned to their section or squad; coordinating the internal and external activities of their section or squad; promoting and protecting the department core values; ensuring the serviceability and accountability of department equipment; provide training, coaching, and counseling to professionally develop subordinates; evaluate subordinate's performance; encourage the pursuit of department and city goals; ensure compliance with all written directives and standards. In the case of Forensic Services, the section is supervised by a Forensic Services Manager.
 - d. Police Officers and Detectives are directly responsible to the section, squad or shift supervisor, or unit lieutenant. Their duties vary according to assignment.
 - e. Community Service Officers and Animal Control Officers are directly responsible to the section, unit, or shift supervisor or lieutenant. Their duties vary according to assignment.
 - f. Non-sworn technical and support staff are directly responsible to the section or unit supervisor to whom they report. Their duties vary according to job description and assignment.
3. Other Sections: The Assistant Chief supervises the following units directly from within the Office of the Chief of Police:
- a. Grant / Budget Administrator: The primary function of the Grant / Budget Administrator is budget preparation and management, and grant writing and management.
- B. Patrol Unit: Patrol is the uniformed component of the department. It consists of patrol officers. Personnel are assigned to squads to provide service 24 hours a day, 7 days a week. Sergeants coordinate the shifts and each squad or team reports to the Patrol Lieutenant. The primary roles are:

1. Patrol Section: To provide proactive enforcement and innovative methods of protection; to provide the initial response to calls for services that the department receives. Perform a substantial amount of any necessary follow-up investigation which may be required. Provide uniform assistance to other department units, other city departments, and other law enforcement and social agencies as necessary; Police Training Officers: The department has a police-training program for sworn police officers. The Patrol Training Coordinator (PTC) coordinates the program. Individual Police Training Officers report to the on-duty patrol sergeant. Specific information regarding this function is contained in Standard 33.4.3.
 2. Reserve Police Officer Program: Administration of this unit is coordinated by the designated sergeant and the Reserve Coordinator; Reserve Police Officers normally perform their duties under the direction of the Patrol Response Unit. Their assignments may include patrol response, transport of prisoners, special event support, and community outreach functions.
- C. Specialty Unit: The Specialty Unit is comprised of the, Traffic Section, Animal Control Section, the Property Room function, and the Explorer Program. Each section reports to the Specialty Lieutenant.
1. Traffic Section: The Traffic Sergeant reports to the Specialty Unit Lieutenant and supervises the traffic officers and community service officers. Specific information regarding the traffic function is contained in Chapter 61 of this Manual of Standards.
 2. Court Security Supervisor: Responsibility for managing the security for the Municipal Court, including supervising the Court Compliance Officers.
 4. Animal Control Section: Perform the Animal Control Function under the supervision of the Specialty Lieutenant.
 5. Explorer Program: A designated employee coordinates the Police Department's involvement in the program. The program is designed to introduce youth and young adults to the law enforcement profession and a work environment.
 6. Property Room Section: The primary function of the Property Room Section is to manage all property and evidence under the control of the Lakewood Police Department.
- D. Criminal Investigations Unit (CIU): CIU contains five sections, each supervised by a sergeant or Section Supervisor/Manager. CIU performs felony and some misdemeanor investigations and other investigations that are deemed sensitive in nature or that require specialized training. In addition, the unit provides support to victims and survivors of violent crimes. See Chapter 42 of this manual for more specific information.
1. Major Crimes Section: The primary function of this section is to investigate crimes committed against persons such as homicide, aggravated assault, kidnapping, and missing persons.
 2. Proactive Property Crimes Section: The primary function of this section is to investigate crimes committed against property such as: robbery, fraud, burglary, auto theft, and other white collar crimes. This section also coordinates the monitoring of pawn activity within the city.
 3. Special Operations Section: The primary function of this section is to conduct undercover operations directed toward the enforcement of laws prohibiting the illegal sale and distribution of controlled substances. In addition, the section coordinates investigations into gang activity, organized crime and vice related crimes. The section also provides assistance in conducting surveillance and undercover operations as necessary for other investigations. See chapter 43 of this manual
 4. Special Assault Section: The primary function of this section is to investigate sexual assaults, domestic violence assaults, and assaults against children.

5. Forensic Services Section: The primary function of this section is to conduct and manage all forensic services provided to or by the Lakewood Police Department such as Crime Scene Investigation, follow-up evidence processing, and coordination of submission to various crime labs. The Forensic Services Section is guided by the "Forensic Services Quality, Procedure, Training and Reference Guide" in addition to the MOS. This guide is maintained by the Forensic Services Manager and the Professional Standards Section.

E. Professional Standards Unit: Conducts the functions listed below:

1. Accreditation: Coordinates the accreditation process and the review of department written directives.
2. Internal Affairs Investigations: The Professional Standards Supervisor reports directly to the Chief of Police when providing results of Internal Affairs Investigations.
3. Candidate Background Investigations: Coordinates with Human Resources and the Civil Service Chief Examiner to fill vacant positions. Coordinates the completion of background investigations conducted on candidates for departmental positions. Specific Information regarding this function is contained in Chapter 32 of this Manual of Standards.
4. Administrative Section: Coordinates all internal and external training for department personnel, coordinates operations and maintenance of department facilities, coordinates payroll and overtime expenditure data and helps resolve questions with the Finance Department, coordinates department expenditures, and provides transcription services.

11.1.2 Organizational Chart

The Police Department organizational charts will be updated on an as needed basis. Current copies are posted throughout the agency facilities and on the shared drive.

11.2 UNITY OF COMMAND

PHILOSOPHY: The Lakewood Police Department recognizes accountability as one of its guiding principles. Consistency is a key aspect of being able to ensure accountability. It is important to attempt to reduce the potential for miscommunication or inconsistencies by limiting the number of direct supervision channels.

11.2.1 Employee Accountability

Principle: Each employee will be accountable to only one immediate supervisor at any given time. Supervisors may issue orders to personnel who are not in their direct chain of command. In the event this occurs, supervisors should notify the employee's supervisor of the direction given in order to enhance communication and consistency amongst supervisory and management personnel.

11.2.2 Direct Command/Organizational Components

Principle: Each unit or section within the department is under the direct command of only one supervisor. Whenever two or more officers or supervisors of the same rank are on duty and supervising the same area of responsibility within this department, the chain of command will be determined according to numeric seniority unless otherwise designated by a superior officer.

11.3 AUTHORITY AND RESPONSIBILITY

PHILOSOPHY: Lakewood Police Department employees expect to be accountable for their decisions and actions. The Police Department supports its members by providing the authority and necessary resources to ensure success.

11.3.1 Delegation of Authority/Accountability

Principle: The authority to execute the activities required to enforce the law and support department operations is delegated by the Chief of Police, through the command structure of the department, to the individual employee.

Practices:

- A. The Chief of Police is ultimately responsible for the performance of the department. To assist the Chief in accomplishing the goals and objectives of the department, employees are delegated authority to perform the duties required by their assignments. Employees will abide by the department Manual of Standards, written directives, and verbal orders of superiors while exercising their authority. Employees will keep their supervisor aware of problems and/or results that occur.
- B. Each employee is individually accountable for their use of delegated authority.

11.3.2 Supervisory Accountability

Principle: Supervisors are accountable for the activities of employees under their immediate supervision.

Practices:

- A. The senior on-duty supervisor at the scene of any police incident is responsible for the proper conclusion of that incident and may assume command of a scene if conditions require it. The assigned investigating officer shall be in charge and responsible for the handling of the incident. The supervisor should remain at the scene until such time as the incident is under control, and ensure the incident is being properly handled in accordance with existing standards, and sufficient instructions have been issued to result in the proper conclusion of that incident, if necessary. Some scenes, such as major crimes or major collisions, may be released to arriving supervisors from specialized units.
- B. Supervisors in each unit or section have a responsibility to ensure that all investigations/tasks initiated by or assigned to their respective unit, or section are satisfactorily concluded.

11.4 GENERAL MANAGEMENT AND ADMINISTRATION

PHILOSOPHY: The Lakewood Police Department understands that the provision of written reports regarding the administration and operations of the department is a time intensive manner of communication. In the same instance, these reports not only provide critical communication, they also allow a documentation of performance for the agency as a whole. Officers are encouraged to consistently review communication and documentation options as well as the necessity of the information being provided.

11.4.1 Administrative Reporting Program

Practice: The Lakewood Police Department generates various administrative reports to provide information regarding the day-to-day operations of the department and meet external reporting requirements. See appendix.

11.4.2 Accountability for Agency Forms

Principle: The Lakewood Police Department uses many forms to document and facilitate operations. In order to ensure accountability for the forms and the effectiveness of their use, a Forms Committee has been established. The Forms Committee includes representatives from various functions throughout the department. The committee meets as needed to consider and approve the implementation of new forms, evaluate current forms, and make necessary modifications. The Administrative Assistant to the Chief of Police oversees the committee and authorizes the

committee's actions. The Administrative Unit maintains a file of approved forms and processes all printing requests for forms.

DIRECTION

12.1 DIRECTION

PHILOSOPHY: The Lakewood Police Department strives to balance the need for a clear chain of command with the desire to involve members at all levels in organizational decision-making. An unambiguous understanding of authority and supervisory accountability allows each member to effectively operate in various circumstances.

12.1.1 CEO Authority and Responsibility (LMC 327)

Principle: The Chief Executive Officer of the Lakewood Police Department is the department director. The Director is normally referred to as the Chief of Police. In accordance with Lakewood City Ordinance (Ord. 327 § 2 (part), 2003.) the Chief of Police is appointed by, and functions under, the general direction of the City Manager. The Chief of Police continually analyzes and evaluates operations and trends to ensure that efficient and effective police services are provided to City of Lakewood residents. The Chief of Police supervises all police functions and is responsible for the enforcement of laws and the protection of lives and property in the City of Lakewood. The complete job description of the Chief of Police can be found at the Human Resources Department located in City Hall.

12.1.2 Command Protocol

Principle: It is important to establish a system for the succession of command to ensure continuous leadership. The timely and effective communication of significant information enables command staff to provide more effective leadership. In order to achieve these goals the following practices have been adopted.

Practices:

- A. The Chief of Police shall assign command authority to the Assistant Chief during an anticipated absence. The Chief of Police shall provide advance notification to the department. Such assignment shall remain in effect during the absence of the Chief of Police, and the person acting in such capacity shall assume and be invested with the authority of that office as directed by the Chief of Police. If an unanticipated absence of the Chief of Police occurs the sequential order of command shall be:
 - 1. Assistant Chief
 - 2. Lieutenant (based on seniority)
- B. During exceptional situations it is important to provide notification to command staff in order to determine and/or authorize the appropriate command and department response to a given incident. A designated Command Duty Officer (CDO) will be available on-call after regular duty hours and on weekends/holidays. The CDO must be available for contact and be able to respond back to duty while on-call. A CDO on-call schedule shall be maintained by the Assistant Chief or designee and will be available in the SOUTHSOUND 911 Communications Center. Chapter 46 of this manual provides command protocol for specific unusual occurrences. In situations where the agency's liability is in question or there is a heightened community interest, the Chief will be notified in addition to the CDO.
- C. When two or more employees of equal rank are involved in an incident, the employee with functional responsibility for the incident will exercise authority over the incident. An employee of a higher rank may assume authority over the incident.
- D. Command in normal day-to-day agency operations will be determined by rank in the section, unless otherwise designated. During non-traditional hours, the on-duty patrol supervisor (sergeant or designated OIC) will command agency operations.

12.1.3 Obeying Lawful Orders

Principle: To ensure the stability of the department's response in various situations it is critical for all employees to respond to the lawful orders of supervisors. The administrative delegation of the enforcement of certain laws and ordinances to particular units within the department does not relieve officers of other units from the responsibility of taking prompt, effective police action within the scope of those laws and ordinances when the occasion so requires. Deliberate refusal or failure of any employee to obey a lawful order given by a supervisor shall be considered insubordination.

Practices:

- A. Relayed Order: Employees shall, at all times, respond to the lawful orders of a supervisor even when those orders are relayed by an employee of equal or lesser rank.
- B. Conflicting Order: Employees who are given an otherwise proper order which is in conflict with a previous order or written directive shall respectfully inform the supervisor issuing the new order of the conflict with the previous order or directive. If the supervisor issuing the order does not alter or retract the conflicting order, the new order shall stand. Under these circumstances, the responsibility for the conflict shall be upon the supervisor. Employees shall obey the new (conflicting) order and shall not be held responsible for the disobedience of the previous order or written directive.
- C. Unlawful Order: Employees shall not obey any order which they know, or should know, would require them to commit any unlawful act. If in doubt of the legality of an order, officers shall request the issuing supervisor to clarify the order or request that the supervisor confer with higher authority.

12.1.4 Inter-Department Cooperation

Principle: Teamwork is essential to the success of the Lakewood Police Department. Cooperation, coordination, and communication are critical components of successful teams. The Lakewood Police Department utilizes the methods listed below to increase cooperation, coordination, and communication:

Practices:

- A. Staff Meetings: The Chief hosts a weekly cross functional staff meeting to discuss organizational development, ongoing missions, and problem oriented policing; to ensure that department goals and objectives are being pursued, resources are being properly allocated, and compliance with command directives are tracked and monitored; and to provide consistency in management.
- B. Written Correspondence: Directives, Training Bulletins, Personnel Orders, formal and informal memoranda are distributed department wide via electronic mail.
- C. Turn Out Attendance: Representatives of specialty units attend patrol turnouts periodically to share information.

12.2 WRITTEN DIRECTIVES

PHILOSOPHY: The written directive system and this manual have been developed with the Lakewood Police Department's mission and core values as its foundation. The intent of written directives is to provide department members with performance expectations and to establish boundaries and guidelines to assist members in quality decision-making.

12.2.1 Written Directives – System**Practices:**

- A. The Lakewood Police Department has a Mission Statement and Core Values. These value-based statements were developed in several small group processes involving all members of the department and several members of the community. The Mission Statement and Core Values are included in the Introduction of this manual.
- B. The Chief of Police has the authority to issue, modify, and approve any written directive for the Lakewood Police Department. Certain written directives may be subject to bargaining with the collective bargaining unit. The most current revision date indicates a directive supersedes all previous manuals of policies, procedures, and other written directives.
- C. Only the Chief of Police or the Assistant Chief has the authority to approve the promulgation of a directive. All of the standards included in this manual have been developed with the assistance of an extensive review process involving department and city staff as well as other criminal justice professionals.
- D. Written directives are published in numbered memorandum form, to include the year issued and the consecutive number issued, and are available for review.
- E. Written directives are indexed according to number, and are purged from electronic files immediately upon being superseded by new directives or policy manual revisions. All newly developed directives and revisions are reviewed by command staff members, respective bargaining units and the city's legal advisors.
- F. Agency policy is contained within this Manual of Standards, and as supplemented by numbered directives.
- G. Rules and Regulations are contained within this Manual of Standards, numbered Directives, Personnel Orders, the Civil Service Rules, and the City of Lakewood Policies and Procedures Manual.
- H. Procedures for carrying out agency activities are contained within this Manual of Standards, numbered directives, the Civil Service Rules, the City of Lakewood Policies and Procedures Manual, and Training Bulletins.
- I. Proposed policy changes or directives are reviewed by the command staff, and may be reviewed by the collective bargaining units (if it is a topic subject to negotiation,) the City Human Resources Department, and the City Legal Department. They are then implemented at the discretion of the Chief of Police.

12.2.2 Dissemination and Storage of Written Directives

Principle: The effectiveness of a written directive system directly corresponds to the availability of the directives and the levels of understanding members have regarding each directive/standard. Therefore, the following practices will apply:

Practices:

- A. Dissemination: All written directives will be disseminated to all personnel via the SouthSound 911 Net Menu LPD Training function as well as electronic mail. Tasks and calendar appointments for mandatory training or meetings will be disseminated via electronic mail as well.
- B. Storage: Electronic copies are accessible to all agency employees for the shared network drive. Hard copies of all Directives are available and maintained in the Professional Standards Section.
- C. Receipt: The SS911 Net Menu Training function records each employee's acknowledgement and receipt of written directives and MOS updates, as well as other mandatory training and information items. Electronic mail (e-mail) is also an important tool that the Lakewood Police Department uses to communicate with its

members. Despite the sometimes large volume of e-mail that employees receive, it is important that department members read and acknowledge (when appropriate) e-mails that they have received from their chain of command, the Training Unit, or business related e-mails from the city staff. All department members are responsible for checking their department e-mail each shift, and responding to official communications (directives, training bulletins, training announcements, meeting invitations, etc...) within one work day. Members should be aware that reading their department and city e-mail is required, as is responding when appropriate, to messages such as training or meeting appointments. Members who fail to read, acknowledge, and/or respond to such communication within one working day of their receipt will be subject to corrective action, up to and including discipline.

Planning and Research, Goals and Objectives, and Crime Analysis

15.1 PLANNING AND RESEARCH

15.1.1 Planning and Research Function

Principle: Planning and research will be accomplished by taskings from the Chief of Police and the Assistant Chief. However, all employees may make suggestions to improve the department's operations.

Practices:

- A. Proposals may be brought forward by any member of the Lakewood Police Department. The proposal may address any idea that a member would like to see implemented by the department. Ideas that have no financial impact to the department and would not impact staff outside the specific work unit/section of the person making the proposal may be approved by the appropriate supervisor.
- B. Specific Assignment: The Chief of Police may assign a specific planning and research project to a specific Department member, group, or committee.

15.1.2 Organizational Placement of Planning and Research

Principle: The Lakewood Police Department realizes that the planning and research function is a valuable component to the organization. Effective planning and research requires access to necessary information resources and the Department will attempt to provide such resources, as well as encourage members to develop additional resources. Both the proposal method and the Chief's specific assignment of projects provide access to the Chief of Police

15.1.3 Multi-year Plan

Principle: The Lakewood Police Department recognizes the need to plan and prepare for future trends in our community, profession, and society. A three-year strategic plan is developed to serve this purpose. The strategic plan is intended to be a guide from which the direction for the department can be established on an annual basis and a long-term basis. As a guide, it will be continually reviewed and revised. The strategic plan includes:

- A. Long term goals and operational objectives
- B. Forecasts of anticipated workload fluctuations and population trends
- C. Forecast of anticipated staffing levels
- D. Anticipated capital improvements, technology, and equipment needs
- E. Provisions for review and revision as needed

15.2 GOALS AND OBJECTIVES

PHILOSOPHY: The establishment of goals and objectives for the Lakewood Police Department is essential to the accomplishment of its mission. The process of developing goals and objectives attempts to reflect input from the community as well as from the City government.

15.2.1 Annual Goals and Objectives

Principle: The Lakewood City Council establishes priorities with the formulation of each annual budget. These priorities guide the development of goals for the City Manager and each City Department. Once the Chief of Police has written the annual goals for the Department, each division creates specific objectives for units and sections. The goals

and objectives for each organizational component are provided to employees through their chain of command or department notifications.

15.2.2 Evaluation of Goal Achievement

Principle: The Lakewood Police Department evaluates the progress toward achieving established goals on a regular basis at Command Staff meetings. Information regarding the accomplishment of goals and objectives are included in the annual reports prepared by units and sections.

15.3 CRIME ANALYSIS

PHILOSOPHY: The Crime Analysis section utilizes information collected from various sources to assist in the prevention of crime and the apprehension of criminals. The Crime Analysis section supports department personnel by providing information and data to be used in the development of operational plans, crime prevention, COMPSTAT (computer statistics and analysis program), and strategic planning.

15.3.1 Crime Analysis Procedures

Principle: The Crime Analysis section collects, analyzes, and disseminates information in a timely manner. The Crime Analyst operates under the office of the Chief of Police. The department shall evaluate the Crime Analysis section on a biennial basis. This evaluation will include the quantity, quality, and presentation of crime analysis information. This evaluation, along with departmental need, will determine the future direction of the program.

Practice: The Crime Analysis section performs the following functions:

- A. Collect all intra and inter-agency crime data from any recognized, authoritative source. Examples of sources include:
 - Incident/Arrest reports
 - Criminal History information
 - Citations and infractions
 - Crime Information Bulletins from other agencies
 - CAD reports/analysis
 - Sex Offender notifications/registrations
 - Intelligence information
- B. Collate analysis and data into a logical system of information.
- C. Analyze the data for commonality of incidents, suspects, methods, time frames, geographic distribution, suspect vehicles, victims, physical evidence, problem oriented or community policing strategies, etc.; applicability to past criminal activity; and relevance to future trends. The Crime Analysis section will prepare the following reports whenever circumstances require:
 - Crime Analysis Bulletins
 - Suspect Information Bulletins
 - Analysis of Current Crime Trends
 - Monthly summaries of current activity (per crime or patrol district)
 - Monthly aggravated assault review
 - Monthly Crime and Incident reporting
 - Hotspot evaluation
 - Court/evidence preparation
 - Quarterly Bar/Motel/Western State Hospital reports
 - Washington State Patrol Uniform Crime Reports

- D. Disseminate the resulting analyzed information in whatever form is most communicative, e.g., written, graphic, both intra and inter-agency. Information should be analyzed so that it is disseminated to all applicable criminal justice agencies and personnel.
 - 1. Each document that has been approved by the section supervisor for release to law enforcement agencies shall include a "Confidential-Law Enforcement Use Only" statement, along with a statement or agreement of disposition, i.e., that all such documents must be disposed of by shredding.
 - 2. Specific criminal information can be disseminated to the public to enhance public information and generate community support. However, this should always be carefully screened so as not to give away investigative leads, cause community hysteria, or violate privacy laws. Information released to the public must be screened and approved by the CIU Lieutenant or his/her designee.
- E. Seek and obtain feedback from users. Information will be reviewed and may be incorporated depending on necessity and usefulness.
- F. The Chief of Police shall be kept informed of all crime trends and patterns identified through the chain of command. This can be done through written communication or, if significant, the Crime Analyst and/or CIU Lieutenant should brief the Chief of Police in person.
- G. Analyze the compatibility of departmental forms, data systems, and software programs to ensure efficient analysis. In addition, provide training to department employees on systems to allow individuals to perform simple crime analysis.

ALLOCATION AND DISTRIBUTION OF PERSONNEL AND PERSONNEL ALTERNATIVES

16.1 ALLOCATION AND DISTRIBUTION OF PERSONNEL

PHILOSOPHY: The allocation and distribution of personnel is a key to the success of the Lakewood Police Department. The limited staffing resources faced by many public agencies challenge organizations to effectively use the personnel allotted. The principles and practices outlined in this section facilitate the Lakewood Police Department's ability to ensure efficiency.

16.1.1 Position Management System

Principle: The City of Lakewood Human Resources Department maintains a position management system that is a component of the citywide system. This system is able to provide the following information.

- A. The number and type of each position authorized in the Police Department's budget.
- B. The location of each authorized position within the Police Department's organizational structure.
- C. Position status information regarding whether a specific position is filled or vacant.

Practices:

- A. Position Status Changes: When an employee changes job functions the information shall be provided to Professional Standards, who will update Department databases and forward the information to the Human Resources Department.

16.1.2 Personnel Allocation and Distribution

Principle: The City of Lakewood Police Department allocates personnel to units and sections based upon the workload demands in each area. To determine the service demands being placed upon the Unit component, workload assessments will be conducted at least triennially.

16.2 SPECIALIZED ASSIGNMENT

PHILOSOPHY: Specialized assignments serve two important functions for the City of Lakewood Police Department and the community. First, specialized assignments enable the Police Department to provide specific services created to focus on particular enforcement, protection, or education initiatives. Second, special assignments allow members of the department to broaden their knowledge, skills, and perspectives. Accomplishing both of these functions is dependent on the effective management of specialized assignments. The principles and practices provided in this section assist in the fair and consistent administration of the below listed specialized assignments.

16.2.1 Annual Review

Principle: The City of Lakewood Police Department provides particular services to the community through the creation and maintenance of specialized assignments within the department. The assignments may be fulltime or additional duty assignments and shall be defined as an assignment that includes increased levels of responsibility and specialized training, but within a given position classification. An annual documented review of each specialized assignment shall be conducted for the purpose of determining whether the assignment should remain. The unit or section supervisors conduct the reviews of each specialized assignment within work units in their areas of organizational responsibility. The reviews shall include the following information:

- A. A listing of the specialized assignments.

- B. A statement of purpose for each listed assignment.
- C. The evaluation of the initial problem or condition that required the implementation of the specialized assignment, the impact of the specialized assignment, and whether the assignment should be continued.
- D. A review of the personnel selected for additional duty assignments to ensure appropriate participation.

16.2.2 Selection for Specialized Assignment

Principle: The following practices shall apply in an effort to ensure that the selection for specialized assignments, team memberships, and department instructor positions eligible for credit toward the Master Patrol Officer Professional Development Pay as described in Appendix C, Section 2 "MPO Specialty Assignments and Additional Duties" of the collective bargaining agreement, is fair and consistent.

Practices:

- A. Announcement: When an assignment that qualifies under Appendix C is available, a notice announcing the position opening shall be posted via department wide electronic mail. The announcement will be posted at least ten calendar days prior to the closing date and shall include the following information:
 - Minimum qualifications
 - Selection criteria (Refer to Standard 16.2.3 for minimum criteria)
 - Description of selection process (Refer to Standard 16.2.3 for general selection process)
 - Closing date for letters of interest and supervisor's recommendations to be received
- B. Selection: The supervisor in charge of the open specialized assignment shall coordinate the selection process. Upon completion of the selection process, an eligibility list of personnel available for assignment will be valid for a period of six months. The Assistant Chief shall recommend candidates for selection from the eligibility list. The Chief of Police shall make the final selection. The eligibility list will be maintained for a period of six months and may be extended for a period of an additional six months with approval from the Chief of Police or designee.
- C. Supervisory Personnel: Personnel holding the rank of sergeant or above may be assigned to specialized positions without a selection process at the direction of the Chief of Police.
- D. Additional Requirements: Successful completion of the required probationary period and a two year assignment in the Patrol Section is required to be eligible to apply for a specialty assignment. The least senior person off probation would be subjected to any case of an involuntary transfer. (refer to contract)

16.2.3 Rotation of Assignments

Principle: The rotation of personnel in specialized assignments has a direct bearing upon the efficiency and effectiveness of the City of Lakewood Police Department as well as the personal and professional growth of its employees. It is the policy of the Lakewood Police Department to provide a fair and impartial system for the transfer and rotation of personnel that will advance personal career goals and interests consistent with the efficient and effective delivery of police services to the community.

Practices:

- A. Rotation Practices: See LPIG Contract Appendix C for assignments subject to rotation. Additionally the normal rotation of employees should coincide with the Patrol Section shift-bid process. Employees who will be rotated out of specialized assignment will receive prior notification to allow them to participate in the Patrol Section shift selection process. This practice will not apply to employees who request transfers from specialized assignments or those removed from a specialized assignment.

- B. Selection Criteria:** The minimum selection criteria for specialized assignments shall be as follows:
1. Candidates must successfully complete probation in the appropriate classification with the Lakewood Police Department or meet that criteria prior to the start date of the assignment. Refer to 16.2.2.D for additional selection criteria.
 2. Candidates must meet all minimum qualifications for the specialized assignment as described in the vacancy announcement.
 3. Candidates must agree to job responsibilities and working conditions as described in the vacancy announcement before being selected.
- C. Selection Process:** The selection process shall reflect the specific skills required in the assignment that is being filled. Selection processes may include written or physical tests, oral boards, simulation of work requirements, or other procedures to demonstrate skills, knowledge, or abilities.
1. **Oral Board:** Oral boards should be composed of a sufficient number of professionals who, by virtue of their background, experience, education, and training can provide a fair and knowledgeable assessment of a candidate's skills, knowledge, and abilities. The lieutenant of the unit filling the vacancy must approve the composition of the oral board. At the conclusion of the process, the Supervisor in charge of the selection process shall forward a memo listing the board members, the scores and ranking of all applicants who completed the selection process, as well as any score sheets for the process, to the Professional Standards Section.
 2. In instances with less candidates than vacant positions, those candidates which meet the minimum qualifications may be assigned without a selection process.

16.3 RESERVES

PHILOSOPHY: The Lakewood Police Department seeks citizens who have an interest in their community and wish to serve it as Reserve Police Officers. The City of Lakewood is highly supportive of a citizen police program to promote the concept of community policing and to supplement the regular personnel in policing duties. Reserve Officers may only be used to supplement full-time officers and never used to supplant full-time officers for staffing purposes.

16.3.1 Reserve Program

Principles:

- A. Duties and Authority:** Volunteer reserve officers generally assist full-time sworn personnel in the day-to-day delivery of law enforcement services and for emergencies, consistent with applicable law. To accomplish these tasks, reserve officers are granted limited commissions giving them full power and authority to act in the name of the Chief of Police while on official duty as part of an assigned shift or detail. Reserve officers shall be deemed to be agents or employees of the City of Lakewood while on official duty and shall have the right to use the Lakewood Police Department's equipment, vehicles, and uniforms as deemed necessary and authorized by the Chief.
- B. Supervision:** In order to work in their reserve capacity, all reserve officers must check in with the on duty, and will be responsible to the chain of command of the section or unit for which they are working at all times while on duty. These reserve officers are held to the same standard of care as other police officers. In addition, reserve officers are subject to the same chain of command as other police officers.

16.3.2 Selection Criteria

Principles: Each reserve officer candidate must undergo a selection process which is equal to the same intensity as the regular officer process. These processes include oral boards, background, medical, fitness, psychological, and polygraph examinations. See MOS Chapter 32.

16.3.3 Initial Training

Principles:

- A. Reserve Academy: Potential reserve officers must successfully complete a Reserve Academy as set forth by the Washington State Criminal Justice Training Commission. Those candidates successfully completing the CJTC approved Academy may be commissioned by the Chief of Police and certified by the WSCJTC.
- B. PTO: Those reserve officer candidates that successfully complete the Reserve Academy will be assigned to a Police Training Officer (PTO), on a probationary basis, who will provide further instruction in the field on how to apply those skills learned at the academy.
- C. Assignment: The Lakewood Police Department Reserve Officer program has an established procedure and protocol addressing the responsibilities and dispatching of reserve officers. Reserve officers who are operating on their own as a single or two officer unit can be dispatched to any call of any priority. 'Solo' approved reserve officers have undergone the PTO program and have been cleared to operate in the capacity equal to that of any full-time officer. Reserve officers still operating in the partnership with any full-time officer may respond to any call that the full-time officer deems appropriate. The reserve officer is under the care and control of the full-time officer while still undergoing PTO or riding as a second officer with a full-time officer.

16.3.7 Liability Protection:

Principle: While serving on duty during a scheduled shift with the Lakewood Police Department, reserve officers are provided with the same liability protection afforded to regular full-time police officers.

16.4 VOLUNTEERS

PHILOSOPHY: The achievement of the City of Lakewood Police Department's goals is best accomplished with the active participation of citizens in the community. Volunteers are an important part of the department and have proven to be a valuable asset. Volunteers help increase police responsiveness, service delivery, and information input, and they provide new program opportunities. In addition, volunteers bring new skills and expertise to the job and prompt new enthusiasm. It is the policy of the Lakewood Police Department to use qualified volunteers for specified tasks and duties that can create efficiencies for the department and improve services to the community. Volunteers are intended to supplement, rather than supplant, sworn officers and civilian personnel. Volunteers are not sworn law enforcement officers. Some volunteers do carry a special limited commission to enforce disabled parking violations. The Police Department provides several opportunities for citizen participation, including the auxiliary programs described in the following standards

16.4.1 Auxiliary (Volunteer) Program

- A. General Services Volunteers: See LPD Volunteers' Handbook
- B. Disabled Parking Enforcement (DPE) Volunteers: See DPE Handbook
- C. Police Explorer Program: The Lakewood Police Department participates in the National Boy Scouts of America program for Police Explorers. The Lakewood post is coordinated by the Assistant Chief and department personnel are encouraged to participate in this program. Explorers are not sworn police officers.

Explorers provide assistance to the department by performing tasks that may also be performed by a volunteer.

16.4.2 Auxiliary (Volunteer) Training

Principle: The supervisor in charge of a volunteer coordinates all the training for the volunteer. All volunteers shall receive a general orientation on the nature and purpose of the City of Lakewood Police Department. Additional orientation will be provided to introduce members to the personnel, policies, procedures, and nature and operations of the specific program or activity in which they will be participating. Specific training will be provided to give members the information and skills necessary to perform any task assigned to them. Volunteers shall receive periodic ongoing training as deemed appropriate by their supervisor or the Volunteer Coordinator. Training shall reinforce to volunteers that they may not intentionally represent themselves as, or by omission imply, that they are sworn officers or other full-time members of the department. They shall always represent themselves as volunteers.

FISCAL MANAGEMENT AND AGENCY-OWNED PROPERTY

17.1 FISCAL MANAGEMENT

PHILOSOPHY: Taxpayers expect their public agencies to exercise sound fiscal management and to be accountable for fiscal decisions. An important element in gaining the community's trust and respect is the demonstration of the efficient use of resources and the careful expenditure of public funds. The City of Lakewood has exemplified professional fiscal management at a municipal level, largely due to standards and controls that have been instituted for all city departments. The Police Department supports the efforts of the Finance Department by adhering to the practices provided by that department.

17.1.1 Authority and Responsibility for Fiscal Management

Principle: The Chief of Police has the ultimate departmental authority and responsibility for the fiscal management activities of the City of Lakewood Police Department. The primary areas of fiscal management responsibility bestowed upon the Chief of Police include fiscal planning, budget preparation and presentation, and fiscal control. The Chief of Police may delegate various duties as appropriate. Delegated duties include annual budget development and coordination, maintenance of a liaison with the department leadership and the City Finance Department, the supervision of internal expenditures and related controls including status reports, and the familiarization with recent developments in fiscal affairs management within the City government.

17.2 BUDGET

17.2.1 Budget Process

Principle: The Police Department participates in the City of Lakewood annual budgeting process. The Finance Department develops a budget calendar that outlines scheduled activities, types and use of forms, and instructions for preparing new budgets. The Administrative Lieutenant or designee is responsible for coordinating the budget process for the Police Department, coordinating all internal activities, and keeping command staff informed.

17.2.2 Budget Recommendations

Principle: Police Department supervisors and/or managers shall prepare written budgetary recommendations for their respective sections/units based on annual research regarding staffing levels (refer to Standard 16.1.2), levels of service, expenditures, and forecasts.

17.3 PURCHASING

17.3.1 Purchasing Procedures

Principle: All purchases of agency equipment and supplies will be made in accordance with the City of Lakewood purchasing procedures, as contained in City of Lakewood Policy 400:079.1. This policy is available for review on the city intranet.

Practices:

A. Items Requiring Standardized Purchases:

1. Not to Exceed \$25,000: In general, purchases which do not exceed \$25,000 are conducted in the below described manner. Refer to the Purchasing Procedures for a list of services that are an exception.
 - a. Approval: Purchases must be approved by a lieutenant or his/her designee prior to initiating a requisition.

- b. Not to exceed \$9,999.99: Items that will not exceed \$9,999.99 per procurement may be purchased without the need to solicit multiple quotes, although the solicitation of quotes is encouraged. All purchases for \$5,000 and over must be approved by the City Manager.
 - c. Between \$9,999.99 and \$25,000.00: The Competitive Bid (Informal) process shall be followed. Refer to the Purchasing Procedures for further requirements regarding the solicitation of quotes and awarding of the purchase.
- B. Competitive Bidding Procedures: The Purchasing Procedures, Section 6.03 provide a detailed description of the competitive bidding procedures to be followed when making a purchase when the cost thereof exceeds \$25,000. A purchase shall not be split and/or broken into segments to avoid any of the provisions provided by the Purchasing Procedures.
 - 1. Sole Source Procurement: A contract may be awarded for materials, supplies, and equipment without competition when the City Manager or designee determines, in writing, based on justification provided by requesting department, that there is only one source for the required purchase. Refer to Section 6.04 of the Purchasing Procedures.
- C. Selection of Vendors or Bidders: The Purchasing Policy and Procedures provides procedures for the evaluation and rejection of bids, and the award of contracts. Refer to sections 2.4, 2.5 and 2.6 of the Purchasing Procedures Guidelines.
 - 1. Purchases and proposal to vendors and bidders located in the City of Lakewood are encouraged.
- D. Emergency Procurement: Section 6.7 of the Purchasing Policy and Procedures provides guidelines and procedures for making emergency purchases. All emergency purchases made by the Police Department must have prior approval of the assistant chief and must be reported, in writing, through the chain of command to the Chief of Police within eight (8) hours.
- E. Supplemental or Emergency Fund Transfers: The Chief of Police shall make any supplemental appropriation or fund transfer request to the City Manager. Supplemental requests, if approved the City Manager will forward the request to the Finance Department for processing. The department will provide Finance with proper coding. The final request must be approved by the City Council. Emergency requests for funds transfers may be approved by the City Manager, flowed by Council notification.
- F. City Credit Card Purchase Procedures:
 - 1. The City finance department will distribute credit cards to those employees who, in the opinion of the Chief of Police or designee, have job responsibilities which would benefit or otherwise be facilitated by the use of a credit card. Personal charges may not be made with a City credit card. Any charges that cannot be properly identified or which are not appropriate to City policies or regulations shall be paid immediately by the user of the card by cash, check or payroll deduction. Charges to be reimbursed shall include any interest and all other related charges made by the credit card company, until paid in full.
 - 2. Any charges against the purchasing charge card not properly identified on the credit card report or not properly allowed charges shall be paid by the employee (RCW 43.24.080).
 - 3. Disallowed charges, or charges not properly identified, will be paid by the employee before the charge card billing is due. Failure to do so will render the employee personally liable for the unpaid amount, plus interest and/or any fees at the rate charged by the bank which issued the card.
 - 4. The City shall have unlimited authority to revoke use of any charge card issued, and upon such revocation order being delivered to the charge card company, shall not be liable for any costs.

5. No single purchase by credit card shall exceed the purchase limit or the credit card limit for an individual.
6. The employee shall return all City credit cards at the request of the City Manager or designee, or upon separation of employment.
7. Employees will code receipts and forward them within three (3) working days to the department head or designee.
8. Department head will approve coded receipts and forward them within five (5) working days.
9. Accounts Payable will pay all properly coded and submitted charges on a monthly basis.

17.4 ACCOUNTING

17.4.1 Accounting System

Principle: The City of Lakewood uses an automated financial system. This system allows the following current information to be determined at any time. The Fiscal and Grants Specialist is responsible for obtaining monthly expenditure details and quarterly revenue reports from the Finance Department and advising the Chief of Police of the following:

- A. Initial appropriation for each account.
- B. Balances at the commencement of the monthly period.
- C. Expenditures and encumbrances made during the monthly period.
- D. The unencumbered balance.

17.4.2 Cash Funds

Principle: The City of Lakewood Police Department maintains cash funds for specific purposes. The custodian of each fund is responsible to receive, maintain, or disburse cash from these funds. The existing cash funds are listed below:

Fund	Position Authorized as Custodian
Special Operations Narcotics Fund	Special Operations Supervisor
Special Operations Investigative Fund	Special Operations Supervisor

Practice: Documentation: The custodian of the fund must maintain the below listed information:

- A. A balance sheet, ledger, or other system that identifies initial balances, credits, debits, and the balance on hand.
- B. Receipts or documentation for cash received.
- C. Who provided authorization for cash disbursement.
 1. Only the Chief of Police or designee may authorize any cash disbursement in excess of \$1,000 dollars.
- D. Records, documentation, or invoice requirements for cash expenditures.
- E. Person or positions authorized to disburse or accept cash.

- F. The CIU Lieutenant shall prepare quarterly reports regarding the fund's activity. The reports shall be forwarded to the Chief of Police via the chain of command.

17.5 AGENCY-OWNED PROPERTY

17.5.1 Inventory and Control

Principle: The Lakewood Police Department conducts scheduled inventories of equipment and assets to ensure its operational readiness and that appropriate use and care is practiced. The below practices also assist in the annual budget process to determine what items need replacing.

Practices: The Quartermaster or designee is responsible for the Quartermaster function and the following inventories of agency owned property. The Quartermaster function maintains a record of all issued uniforms and equipment.

- A. Equipment Issued: All department issued and authorized equipment shall be inspected as described in Chapter 53 of this Manual of Standards.
- B. Non-Assigned Items of Value: In coordination with the City's Finance Department, a periodic inventory of all asset tagged items will be conducted.
- C. Sensitive/Specialty Equipment: Specialized investigative equipment shall be inspected annually.
- D. Non-Assigned Weapons: All non-assigned weapons shall be inventoried and inspected annually.

17.5.2 Issuing/Reissuing Agency-Owned Property

Principle: The Quartermaster or designee is responsible for the issuing and reissuing of authorized equipment and apparel. The Fleet Coordinator is responsible for the issuing and reissuing of authorized vehicle equipment. Individual responsibility for department owned property rests with the person who is assigned the property. Lost or damaged property will be reported in writing immediately to an employee's immediate supervisor. Also refer to Standard 41.3.4 of this manual.

Practice: Agency owned property will be issued/ reissued using the following practices:

- A. The quartermaster or designee will ensure the property to be issued is accounted for in the quartermaster equipment/apparel inventory, including any applicable serial numbers/ City of Lakewood identification numbers.
- B. The quartermaster or designee will fill out the Lakewood Police Department Hand Receipt for Property Form. The item, quantity, description, serial number (if applicable) asset tag number (if applicable) will be listed.
- C. The employee receiving the property will verify all the information listed on the form and on the equipment (if applicable) match and will print and sign their name on the form.
- D. The quartermaster or designee maintains the form in the employee's file until the property is turned in.
- E. The quartermaster or designee will inspect the property per MOS 17.5.3, update the inventory and secure the property.
- F. Vehicles: An initial inspection will be conducted jointly by the Fleet Coordinator and the employee being issued the vehicle. The inspection form will be maintained by the Professional Standards Section.

17.5.3 Operational Readiness

Principle: The quartermaster function is responsible for a documented inspection of all non-issued or stored equipment, at least annually, to ensure those items are in a state of operational readiness. Items will generally be categorized as 'serviceable', 'serviceable in need of upkeep', or 'unserviceable'. Items that are considered serviceable will be maintained by the quartermaster. Items that are serviceable in need of upkeep will be cleaned, repaired, or otherwise brought up to the standard of serviceable equipment, and then maintained by the quartermaster. Unserviceable equipment will be disposed of according to city and/or department policy.

- A. Operational Readiness: Shall mean that such equipment receives the appropriate care, cleaning, preventative maintenance, and repair required to be immediately available and functioning properly.

CLASSIFICATION AND DELINEATION OF DUTIES AND RESPONSIBILITIES

21.2 CLASSIFICATION

PHILOSOPHY: A clear delineation of job responsibilities permits individuals and units to function effectively as teams organized on a knowledge basis and a cross functional basis. Roles and duties become confused and productivity is negatively impacted by duplication and a lack of accountability without such demarcation.

21.2.1 Classification Plan

Principle: The Lakewood Police Department's classification plan will consist of occupational categories and job titles that conform to the City of Lakewood classification plan and the Civil Service Rules and Regulations. The Lakewood Police Department will work in cooperation with the Human Resources Department in the development and maintenance of the classification plan. The written classification plan will include:

- A. The categorization of every job class on the basis of similarities in duties, responsibilities, and qualification requirements.
- B. The job descriptions for every job within a class.
- C. Provisions for relating compensation to job classification will be established through the collective bargaining process for represented employees. Compensation for non-represented employees will be established through the City of Lakewood classification plan.
- D. The City of Lakewood Employee Guidelines establish the provisions for reclassification. Some reclassifications may require bargaining with a collective bargaining unit.

COMPENSATION, BENEFITS, AND CONDITIONS OF WORK

22.1 COMPENSATION

PHILOSOPHY: The fair compensation of employees is a key aspect of recruiting, retention, and professionalism with the law enforcement community. The Lakewood Police Department recognizes the need to remain competitive in the law enforcement profession, while providing the cost controlling efficiency expected by the community.

22.1.1 Compensation

Principle: The Lakewood Police Department contains four collective bargaining units that represent their members in bargaining with the City to determine wages, benefits, and conditions of work. Department members who are not represented by a bargaining unit fall within the City of Lakewood's compensation plan. The collective bargaining units are:

- A. The Lakewood Police Independent Guild (L-PIG): Represents all commissioned police officers, detectives, and sergeants.
- B. Teamsters: Represents all community service officers.
- C. City of Lakewood Employees Local (COLE): Represents a majority of non-sworn positions, excluding community service officers.
- D. Lakewood Police Management Guild (LPMG): Represents all employees with the rank of Lieutenant.

Practice: Payroll Administration: The city uses an electronic payroll system that requires employees to submit their "timesheet" to their supervisor, by a specific deadline. Supervisors review and approve all "timesheet" entries prior to forwarding to the City's payroll administrators.

22.2 BENEFITS

PHILOSOPHY: As stated in relations to compensation, the Lakewood Police Department and the City of Lakewood recognize the value of fair and competitive benefit packages. Many of the benefits described are mandated or prescribed by law. However, the Police Department also understands that it is the method in which benefits are administered that often leaves a lasting impression with an employee. It is the Police Department's intent that employees understand the benefits available, and the department does what it can to ensure they are administered in a manner that does not demean or compromise the employee.

22.2.1 Leave Programs: See Collective Bargaining Agreements and City of Lakewood Index 800.

Practices: Additional Guidelines

- A. Leave Use Notification due to Illness: Lakewood Police Department employees shall provide as much advanced notice as possible, provide a telephone number where they can be reached during their absence, and adhere to the following notification practices when using illness-related leave (combination and/or major medical leave per the collective bargaining agreement and City policy. Such illness-related leave is hereafter referred to as "sick leave").
 - 1. Time Limits:
 - a. Unforeseeable Absence: An employee will make the required sick leave notification at least one hour prior to his/her schedule time to start work and each day of absence.
 - b. Foreseeable Absence: An employee shall notify his/her supervisor of any foreseeable sick leave absence as soon as possible so that necessary staffing arrangements may be made.

2. Required Notification / Unforeseeable Absence:

- a. If the employee's direct supervisor is on-duty at the time the employee is calling in, then the employee shall speak with his/her supervisor.
 - b. If the employee's supervisor is not available or not on-duty, then the employee shall speak to the on-duty Sergeant or Acting Shift Supervisor.
- 3. Documentation:** Sergeant or Acting Shift Supervisor will update the schedule of the absent employee on the "I" drive if applicable and the employee will complete a Leave Request upon their return to duty.
- a. If the employee's absence is going to create a need for a replacement, the Sergeant or Acting Shift Supervisor will start making the appropriate arrangements as soon as practical.

22.2.2 Benefit Programs (See Collective Bargaining Agreements and City of Lakewood Index 800.)**22.2.3 Support Services for Employees**

Principle: The City of Lakewood recognizes that a wide range of personal problems, such as emotional or mental stress, marital or financial difficulties, or drug and/or alcohol dependency, can affect an employee's performance while on the job. While these personal problems may not be directly related to their job responsibilities, the impact which they bring to an employee's life does not stop once the employee arrives at their job place. Although some individuals are able to overcome these types of difficulties on their own, many others need support and assistance. The Lakewood Police Department has developed a Peer Support Program, in addition to other human resources services. Lakewood Police Department will utilize counseling services of an internal Peer Support Team to afford emotional, moral and psychological support of department counselors. These individuals, as peer support group counselors, will assist co-workers with crisis intervention and stress management needs within strict confidentiality as outlined in RCW 5.60.060. Furthermore, authorized Peer Support Team counselors shall not be subject to disclose or testify to any internal investigation when such communication is privileged and acquired in their role as a Peer Support counselor.

22.2.4 Line-of-Duty Deaths or Serious Injury

Principle: When a life is given or seriously jeopardized in the line-of-duty, the traumatic impact on the Police Department member's loved ones and the department itself is often devastating. It is the intent of this Standard to provide some clear guidelines to be applied in these dire situations in order to attempt to reduce stress and provide tangible and emotional support for the surviving family and department members.

Definitions:

- A. Line-of-Duty Death or Serious Injury:** The death or serious injury of an active member of the Lakewood Police Department during the execution of his/her duties, whether on or off-duty.
- B. Survivors:** Immediate family members include spouse, children, parents, siblings, fiancée and/or significant other.

Practices:

Employee Emergency Records: All members of the Lakewood Police Department shall complete an Employee Notification Form when they start working for the department. The forms will be confidential, sealed, and secured in a locked cabinet located at the police department. Peer Support/Command staff will have access to these forms in situations of death or serious bodily injury to an employee. Employees are required to update personal address and telephone information within 10 days of any changes. During annual performance evaluations, supervisors will address if any changes need to be made as part of the evaluation process.

Other Practices: The Line of Duty Death (LODD) manual has outlined the following practices that should be adhered to in situations involving a line-of-duty death or serious injury. These practices will be followed whenever possible with the understanding that the wishes of the family take precedence over the desires of the agency. Members providing services and assistance to family members and survivors shall take all possible measures to accommodate their needs, wishes and desires, but should not make promises to family members that they are not sure can be met.

A. Family Notification:

1. **Who:** Notifications will be conducted by members outlined in the Emergency Notification Form.
 - a. **Preferred Member:** A member of the Peer Support Team will contact the person(s) listed on the member's Employee Notification Form as the preferred notification person in order of priority. If the person is unavailable or will have an extended response time, the next person(s) will be contacted. If a preferred notification person is on-duty, all efforts should be made to relieve the preferred notification person from duties, at least temporarily, in order for the notification to be provided. If at all possible, notifications should be done with two people.
2. **When:** The notification of the immediate family in the area should be done as soon as practical.
3. **How:** The notification of the immediate family in the area should be done in person whenever practical. Whenever the health of an immediate survivor is a concern, emergency medical services personnel shall be requested to stand-by. It is important that the members providing the notification have adequate information regarding the incident to answer basic questions and are kept up to date on any changes which occur.
 - a. **Transport to the Hospital:** When a member has been seriously injured, arrangements will be made to provide transportation to the hospital for family members.
4. **THE NAME OF THE DECEASED OR SERIOUSLY INJURED MEMBER SHALL NOT BE RELEASED TO THE MEDIA OR OTHER PARTIES BEFORE IMMEDIATE SURVIVORS ARE NOTIFIED.** Communication of information concerning the member and the incident shall, whenever possible, be restricted to an MDC and/or telephone to reduce the risk of the information being intercepted.
5. All Lakewood Police Department members should keep in mind that a required operational notification to other department members can also be a notification to a close friend. Every effort should be made to ensure that personnel making any operational notifications have sufficient information regarding the incident to answer basic questions.
6. Other Lakewood Police Department members involved in the incident resulting in death or serious injury should be afforded an opportunity to contact their family as soon as practical.

B. Assisting Survivors at the Hospital: Whenever possible, the agency's Chief shall join the family at the hospital in order to emphasize the agency's support. The LODD Incident Commander shall designate a department employee as hospital liaison. The hospital liaison shall be responsible for coordinating the arrival of immediate survivors, departmental personnel, the media, and others. The Hospital Liaison will also assume the following responsibilities.

1. Arrange for waiting facilities for immediate survivors and a press staging area. The desires of the surviving family members should be followed with regard to their accessibility to other officers and friends.
2. Ensure medical personnel provide pertinent medical information on the injured member's condition to the family before any other parties.
3. Assist family members, in accordance with their desires, in gaining access to the injured or deceased member.

4. Provide hospital personnel with all necessary information on billing for medical services. The hospital liaison will ensure that all medical bills are directed to the appropriate departmental authority and that they are not forwarded to the member's family or other survivors.
 5. Arrange transportation for the family and other survivors upon their departure from the hospital.
 6. Ensure that immediate family members are provided with appropriate assistance at the hospital.
- C. Department Liaison: The LODD Incident Commander shall designate a department member to serve in this capacity. The LODD Incident Commander will provide the Departmental Liaison's name and contact telephone(s) numbers to the family in writing. The Department Liaison will work closely with the Family Liaison to ensure the needs of the family and department staff are fulfilled. This may include but is not necessarily limited to:
1. Family Assistance:
 - a. Travel Arrangements: Provide oversight of travel and lodging arrangements for out-of-town family members.
 - b. Media Coordination: Work with the department Public Information Officer (PIO) or designee to coordinate departmental responses to media inquiries. Assist family members in dealing with general media inquiries and inform them of the limitations on what information they should provide to the media.
 - c. Funeral Arrangements: Work with the Family Liaison to identify facilities that will accommodate the law enforcement funeral. These alternatives will be presented to the family who will make the final determination.
 - d. Security: Ensure that security checks of the survivor's residence are initiated immediately following the incident and for as long as necessary thereafter.
 - e. Employee Assistance Program: Recommend that the Employee Assistance Program (EAP) is implemented to assist surviving family members and emphasize the family's right to free short-term confidential counseling services.
 2. Department Assistance:
 - a. Funeral Arrangements: Coordinate all official law enforcement notifications and arrangements to include the honor guard, pallbearers, traffic control, area coverage by neighboring agencies, and liaison with visiting law enforcement.
 - b. Critical Incident Debriefing(s): Coordinate Critical Incident Debriefing(s) for all members involved in the incident, which resulted in the member's death or serious injury.
 - c. Employee Assistance Program: Ensure that all department employees involved in the incident which resulted in the member's death or serious injury are provided information regarding the Employee Assistance Program and facilitate its use for interested employees.
 - d. Peer Support: Ensure all department employees involved in the incident which resulted in the member's death or serious injury are provided information regarding Peer Support and facilitate its use for the interested employees.
- D. Family Liaison: The LODD Incident Commander shall designate a department member to serve in this capacity. The LODD Incident Commander will provide the Family Liaison's name and contact telephone number(s) to the family in writing. The Family Liaison will work closely with the Department Liaison to ensure

that the needs of the family are fulfilled. It is intended that the Family Liaison is the primary department representative to have contact with the family regarding procedural matters. This may include but is not necessarily limited to:

1. Funeral Arrangements:
 - a. Meet with family members and explain what law enforcement funeral consists of and determine if the family wants this type of funeral. Assist in making the necessary arrangements for whatever memorial service is selected.
 - b. Be available to the family prior to and throughout memorial service proceedings to ensure that their needs are addressed.
2. Providing Investigation Information: Relay any information to the family concerning the circumstances that resulted in the member's death or serious injury and appropriate information regarding any investigation.
3. Coordinate Benefits:
 - a. Assist with filing compensation claims and related paperwork.
 - b. Present information on all benefits available to the family.
 - c. Provide a contact person in Human Resources to assist with any benefits questions.
 - d. Assist with benefits paperwork and maintain contact with the family in order to ensure that benefits are being received. A copy of the benefit's documentation should be provided to all survivors affected and explained to each of them.
 - e. Documenting inquires and interest in public donations to the family and establishing a mechanism for receipt of such contributions, as appropriate.

22.2.5 Provision of Clothing and Equipment

The Lakewood Police Department does provide certain items of apparel and equipment for uniformed personnel. Refer to the current Collective Bargaining Agreement for further details.

22.2.6 Employee Assistance Program

Principle: Personal problems are a part of everyone's life. Some of these problems become overwhelming and can interfere with job performance or with home life. Asking for help can be the first step toward resolving a problem and a positive way to overcome a negative situation. The City of Lakewood makes the Employee Assistance Program (EAP) available to all city employees in order to help them resolve problems. Additional assistance is available through the Peer Support Program.

Practices:

- A. Referrals: Participation in EAP is voluntary. It will be the responsibility of supervisors at all levels to assess job performance and, when appropriate, encourage employees to seek assistance through the EAP if the assistance is beyond the supervisor's normal counseling duty.
 1. Mandatory: Mandatory referrals will not occur.
- B. Supervisor Training: The Lakewood Police Department recognizes that supervisors have an important role in helping employees identify when EAP may be a positive option and in supporting an employee that selects this option. All supervisors will receive training regarding EAP and its effective use.

22.3 CONDITIONS OF WORK

PHILOSOPHY: The Lakewood Police Department has established the following principles and practices in an attempt to provide employees guidelines that will help to insure the integrity, health, and duty fitness of employees.

22.3.1 Physical Examinations

Principle: A fitness for duty certificate signed by the consulting physician may be required upon return from a prolonged absence due to injury or illness, generally of at least two weeks' duration. When the City has a reasonable basis for a concern that an employee cannot perform their essential job functions, a fitness for duty exam may be required. The City may require an examination at its expense, and on compensable time (including workers' compensation), performed by a physician of its choice, to determine when the employee is capable of performing the essential functions of the position, as well as any applicable limitations or restrictions.

- A. Physical examinations required by the department shall be paid for by the department.
- B. Employee initiated physical examinations are at the employee's expense, unless otherwise provided for in their medical plan.
- C. The City of Lakewood periodically sponsors various medical examinations at little or no cost to the employee.

22.3.2 General Health and Physical Fitness

Principle: Employees are required to maintain a level of fitness that permits them to effectively carry out their duties and responsibilities. Also refer to L-PIG Collective Bargaining Agreement Article 14. An employee's work and attendance records are monitored for signs of health problems related to fitness. The city provides a wellness program that encourages good health and fitness.

22.3.4 Outside Employment

Principle: It is vital that the Lakewood Police Department maintain its objectivity, integrity, and the impartial provision of police services. A department member shall not accept employment outside the course of his/her official duties unless authorized in writing by the Chief of Police or designee. Employees shall be authorized to work in additional employment only during their regular or scheduled time off. The Chief reserves the right to refuse any request for outside employment for reasonable cause.

Definition:

Outside Employment: Outside employment is when a department member is employed directly by and paid by an outside employer during his/her off-duty hours and the use of law enforcement powers is not anticipated.

Practice; Outside Employment: To assist in assuring that conflicts of interests do not occur, the Chief of Police shall approve all additional employment opportunities. A written request shall be submitted for approval and forwarded to the Chief of Police through the Chain of Command. The Chief of Police reserves the right of refusal for additional employment. Nonexclusive examples of reasonable cause include:

- A. Interfering with the efficiency of law enforcement and public safety.
- B. Interfering with the employee's performance of regular police duties.
- C. Detracting from the image of the police profession.

- D. Involving work in a law enforcement or security capacity outside the corporate limits of the City of Lakewood unless authorized by both the Police Chief and the chief law enforcement officer (or his/her designee) in the jurisdiction where the employment is located.
- E. Involving work in conjunction with or in any capacity with a tow company, bail bondsman, taxicab or ambulance company.
- F. Involving work in a lounge, tavern, gaming establishment, or nightclub setting where alcoholic beverages are served. Exceptions will be made by the Chief or designee for establishments listed by the Department as high crime bars, but the detail of Officers will be for security in the parking lot of the establishment only. On-duty officers will go into bars only in response to on-going crime or as part of bar checks or sweeps.
- G. Following from or resulting in sick leave abuse or excessive absenteeism in an employee's primary police employment.

Additional Practices; Outside Employment:

- A. The use of department uniforms, vehicles, and/or equipment is prohibited for outside employment.
- B. The City provides no workers' compensation coverage for outside employment.
- C. There shall be no obligation to defend and indemnify an officer for claims or suits arising from an officer's outside employment, unless otherwise required by law.
- D. The employee shall provide the Chief with information about any outside employment, including the name of the employer, a description of the business, the duties of the employee, and the expected hours of employment. The employee shall keep the Department informed of any change in circumstances of employment.
- E. Before each new outside employment, an employee must obtain or have on file written authorization signed by the Chief or designee. Such authorization shall remain in effect unless there is a substantial change in circumstances.
- F. All scheduling of outside employment is the sole responsibility of the individual employee and shall be conducted so as not to interfere with any employee's on-duty hours of employment.

22.3.5 Off-Duty Employment (Extra-Duty)

Principle: Off-Duty employment is a special detail work available to L-PIG bargaining unit members during their off-duty hours when the City contracts with private and public entities to provide police related services or assistance with their business or operations. Any employment that is conditioned on the actual or potential use of law enforcement powers by the police officer employee.

Practices: See LPIG Contract Article 20

COLLECTIVE BARGAINING

24.1 COLLECTIVE BARGAINING AND CONTRACT MANAGEMENT

PHILOSOPHY: The Lakewood Police Department recognizes the rights of its employees to form organized groups to negotiate collective bargaining agreements with the City of Lakewood. The role of the Police Department in the collective bargaining process is as follows:

24.1.1 Collective Bargaining Process

Practices:

- A. **Collective Bargaining Team:** The Police Department assists the City of Lakewood's bargaining team in an advisory capacity. The Chief of Police or designee serves on the team to provide information regarding department standards, practices, and the impact of provisions in collective bargaining agreements.
- B. **Recognized Bargaining Units:** The City of Lakewood recognizes the Lakewood Police Independent Guild (L-PIG) as the bargaining representative of Lakewood Police Officers, Detectives, and Sergeants; Teamsters representing Community Service Officers; and City of Lakewood Employees Local (COLE) representing most non-commissioned positions.
- C. **Bargaining:** The City of Lakewood is committed to negotiate in good faith with the authorized representatives of the Lakewood Police Department employees.
- D. **Commitment:** The City is further committed to bargaining within the guidelines provided by the collective bargaining agreements, the Taft-Hartley Act, RCW 41.56, and related Public Employment Relations Commission (PERC) guidelines.
- E. **Bargaining Agreements:** The Police Department is committed to adhere to the negotiated collective bargaining agreements.

24.1.2 Implementation of Collective Bargaining Agreements

Practice: When a negotiated labor agreement is ratified by all parties, the Chief of Police or designee will ensure the following procedures are completed in a timely manner.

- A. Obtain a signed copy of the labor agreement.
- B. Review and amend, if necessary, all written directives and practices to coincide with the terms of the labor agreement.
- C. Assist the Human Resources Department in the dissemination of information relative to a new labor agreement, including modifications to existing agreements, to managers and supervisors of bargaining unit employees.

GRIEVANCE PROCEDURES

25.1 GRIEVANCE PROCEDURES

PHILOSOPHY: Grievances can be an important evaluation tool to be utilized to ensure that the Lakewood Police Department maintains and administers expectations in a consistent and fair manner, as well as adhering to prescribed law enforcement practices. Supervisors and administrators should attempt to clearly explain decisions and written directives to all employees in an effort to assist in the informed decision-making by employees considering the value of a grievance.

25.1.1 Grievance Procedures

Principle: Lakewood Police Department has employees that are represented by the Lakewood Police Independent Guild (L-PIG); the Teamsters; the City of Lakewood Employees (COLE) and also has employees that are not part of a collective bargaining unit. Represented employees shall refer to the applicable collective bargaining agreement. Non-represented employees shall refer to the City of Lakewood's GRIEVANCE POLICY INDEX NO: 1000-02 and Civil Service Rules for specific grievance procedures and rulings. All employees have the right to representation as allowed by law. (Rev. 02/10)

25.1.2 Coordination and Grievance Records Keeping

Principle: The Assistant Chief will coordinate grievance procedures as necessary and maintain records of formal grievances for inclusion in an annual summary.

25.1.3 Annual Analysis

Principle: The Assistant Chief will provide the Chief of Police with a documented annual summary of all written grievances. The Chief of Police will analyze the grievances to determine what steps might be taken to minimize the causes.

DISCIPLINARY STANDARDS

26.1 DISCIPLINARY STANDARDS

PHILOSOPHY: The members of the Lakewood Police Department understand that serving the community with integrity requires discipline throughout the organization. Punitive discipline administered within the Police Department will be based on just cause.

26.1.1 Code of Conduct / Appearance Guidelines

Lakewood Police Department members are expected to abide by the Code of Conduct contained in Standard 1.1.2 of this Manual of Standards and City of Lakewood Personnel Policies and Procedures.

Principle: Appearance Guidelines: Members of the Lakewood Police Department are law enforcement professionals. The image of professionalism for the members and the organization is dependent not only on performance, but also appearance. Appearance influences the public's perception of both the individual and the Lakewood Police Department. Therefore, the following guidelines serve to assist members in ensuring their image of professionalism. Exceptions to these guidelines may be provided to employees assigned to specialized assignments.

- A. Commissioned Personnel in Uniform Positions:** Officers/CSOs shall wear the uniform and approved equipment in a neat and approved manner. Officers/CSOs shall maintain the uniform and approved equipment so that it is functional and clean. Refer to Standard 41.3.4 for specific information regarding authorized equipment and apparel.
 - 1. To and From Work:** Officers/CSOs wearing the uniform to and from work or extra-duty assignments and not traveling in a police vehicle shall wear clothing to cover the uniform shirt while in transit.
 - 2. Hair:**
 - a. Male:** Hair shall be kept so that it does not extend below collar length in the back, below the middle of the ear on the sides, or below the eyebrows in the front.
 - b. Female:** Police officers/CSOs working in uniform shall secure their hair if their hair is longer than collar length. "Secured," means either in a ponytail, braid, or bun. If officers choose to wear their hair in this manner, hair clips/clasps shall be black or neutral in color and not ornamental in nature.
 - 3. Facial Hair:** Any approved facial hair worn shall be kept neat and trim at all times.
 - a. Sideburns:** Sideburns will not extend downward below the lowest part of the earlobe.
 - b. Moustaches:** Moustaches may extend laterally, not more than one-half (1/2) inch beyond the corner of the mouth and may not extend below the vermillion border of the upper lip or below the corner of the mouth.
 - c. Beards/Goatees:** Beards/goatees are prohibited for officers in a uniformed assignment, unless medical reasons exist and the Chief of Police provides the employee a written exception. Employees are expected to be clean-shaven when reporting for duty.
 - 4. Jewelry:** Must adhere to standards of professional appearance and taste.
 - a. Necklaces:** Shall be worn under the T-shirt.
 - b. All visible jewelry is prohibited, with the exception of two rings and a watch. Females may wear two pairs of post earrings.**

5. Cosmetics: May be used at minimal levels and must adhere to standards of professional appearance and taste.
 6. Tattoos: Employees may not have visible tattoos on their face, neck, hands, or wrists. If an employee has tattoos that can be covered with a long sleeve uniform for court or public appearances, this will be within department guidelines.
 7. Tobacco and chewing gum: Employee shall not partake in these activities when making personal contact with citizens in the performance of their duties.
- B. Commissioned Personnel in Non-Uniform Positions:** Officers/CSOs working in non-uniform positions or in restricted duty status (alternate duty) shall dress in a manner suitable to the business environment and consistent with the City of Lakewood dress policy and also comply with the expectations set in Section A of this Standard in regards to:
- Hair (Section A does not apply to female officers)
 - Body Piercing (no more than two pair of post earrings may be worn in the ears by female employees)
 - Tattoos
1. Mustache standards will be consistent with the guidance in this section. Neatly trimmed beards are also acceptable so long as they are shaped (i.e. not simply unshaven) and do not exceed one inch in length.
 2. Officers openly carrying firearms must be able to identify themselves as police officers, such as having their badge visible on their belt.
- C. All Other Department Employees:** All other employees shall dress in a manner suitable to the business environment and comply with the Standard regarding tattoos in Section A(6) of this Standard.
- D. Enforcement of Standards:** Where inappropriate attire and/or personal appearance outside of the Lakewood Police Department standards are noted, first line supervisors may direct the employee to change into appropriate attire and/or bring their personal appearance up to standards.
- E. Health and Fitness:** The good health of employees is fundamental to the interests and safety of individuals. Through awareness and education, the department encourages healthy lifestyles of employees to ensure they function to the best of their abilities in their roles as members of the community and the department.

26.1.2 Employee Recognition

Principle: The Lakewood Police Department expects a high level of professional conduct from all of its members. When members perform their duties in a manner exceeding the highest standards of the department, it is fitting to officially commend that performance and arrange for appropriate publicity to be provided. This gives full public recognition to those who have brought honor to themselves and the department.

A. Definitions:

1. Above and Beyond the Call of Duty: An act performed that is not required by the employee's position. The act performed must have been one of personal bravery or self-sacrifice so conspicuous as to clearly illustrate a willingness to risk his/her life in the performance of his/her duty.
2. Extreme Risk: A condition that is more likely than not to produce death.
3. Significant Risk: A situation that involves personal danger to an employee and may produce death.
4. Exceptional Performance: An act or series of acts that demonstrates personal bravery or self-sacrifice.

5. Highly Professional Conduct or Performance: An act or series of acts that are indicative of exemplary initiative in performing an outstanding police action, exceptional problem solving effort, community service, or the performance of the employee's assigned function in an unusually effective manner.
- B. Commendations and Awards:** The following commendations and awards are established for exceptional service to the Lakewood Police Department and the community it serves.
1. Medal of Honor: To be awarded to a police department employee when that employee has been killed or has sustained a career ending injury in the line of duty.
 2. Purple Shield: To be awarded to LPD Employees who have suffered serious physical injury, permanent disfigurement, or protracted or permanent impairment of health or any bodily function in line of duty.
 3. Medal of Valor: To be awarded for an act that involves extreme risk to the life of the employee, and is performed above and beyond the call of duty.
 4. Medal of Distinguished Service: To be awarded for an act that involves significant risk to the life of an employee, and is performed above and beyond the call of duty.
 5. Medal of Meritorious Service: To be awarded for demonstrating exceptional performance that involves no significant risk to the life of the employee and is performed above and beyond the normal expectations of their duty assignment.
 6. Life Saving Award: To be awarded for an act that attempts to and/or results in saving the life of another.
 7. Police Chief's Commendation: To be awarded for highly professional conduct or performance.
 8. Police Chief's Citation: To be awarded at the discretion of the Chief of Police to employees or citizens who contribute significantly to the police-community relations or aids in the prevention of crime and/or providing safety to the community.
 9. Police Chief's Citizen Commendation: To be awarded for citizen actions that have contributed to the apprehension of criminals and/or by demonstrating selfless behavior in emergency or critical situations. The Citizen Commendation may also be awarded to a citizen for aid rendered to the police that involves assisting the department to achieve its mission.
 10. Core Values Award: Awarded at the discretion of any supervisor for conduct or performance exemplifying the Lakewood Police Department's "Core Values,". These awards are not reviewed by the Awards Review Board. The procedure for making a Core Values Award follows:
 - a. A supervisor edits the award form to create the award.
 - b. Print the award certificate with a color printer (use nice paper).
 - c. Check the appropriate values boxes by hand.
 - d. The Supervisor making the award signs and dates the award certificate.
 - e. The Supervisor making the award sends a photocopy to Professional Standards (for the database and the division file).
 - f. The Supervisor making the award prints a photocopy for the recipient's Supervisory Performance File (red) file.
 - g. The Supervisor making the award gives the original to the recipient.
- C. Awards Review Board:** The Awards Review Board shall consist of all unit Lieutenants and will be convened and monitored by the Professional Standards Services Sergeant. The board will meet annually or as needed.

D. Practices:

1. Any nomination for an award is to be documented on an Award Recommendation form by the employee observing the action, by the employee to whom the action is reported, or by the employee's supervisor. Recommendations for awards will be forwarded to the Professional Standards Supervisor (for tracking purposes), who will submit the recommendations to the Awards Review Board for consideration. The Board will review and evaluate each based upon the recommendation.
2. The Awards Review Board will consider recommendations for awards annually.
3. The Awards Review Board will rule on each employee recommendation by a majority vote. Those decisions will be presented to the Chief of Police for discussion and ratification. The Chief of Police will be responsible for mediating any extenuating circumstances, or disputes that arise.
4. Awards are presented to recipients by the Chief of Police or designee at an annual awards ceremony. Recipients unable to attend the ceremony shall have their awards presented to them in front of their peers.
5. Any employee or citizen receiving an award will be notified of the receipt of that honor as soon as possible.

26.1.3 Harassment: Refer to City of Lakewood Personnel Policies and Procedures 500-01.

26.1.4 Disciplinary System

Principle: The Lakewood Police Department recognizes the importance of discipline as a tool to promote morale and professional improvement. Discipline is the responsibility of each individual within the Department. A well-disciplined police force is one that voluntarily and willingly abides by all established written directives. The Lakewood Police Department has established a disciplinary system to provide consistency throughout the department. The disciplinary system will be in conformance with collective bargaining agreements, City Personnel Policies and Procedures, and the Civil Service Commission Rules and Regulations.

- A. Discipline:** The nature and severity of the discipline will be determined on an individual basis according to particular circumstances. The purpose of discipline is to place a person on notice that conduct is unacceptable and to set forth expectations. The below listed factors shall be considered when recommending discipline based on the progressive continuum.

- The seriousness of the incident
- The circumstances surrounding the incident
- The employee's past disciplinary record
- The employee's past work performance
- The actual overall impact of the incident on the organization

Serious Misconduct: Certain behavior has been identified to be so serious in nature that, if verified, will result in progressive discipline, up to and including termination. The behaviors are:

- Harassing behavior – as described in the Code of Conduct and the Sexual Harassment Standards
- Abuse of authority – when determined to be willful and/or malicious in nature
- Insubordination – when determined to be willful and egregious in nature
- Deception and or lying – when determined to have been done in conflict with the agency's core value of integrity
- Behavior that tends to cause a significant lack of trust in our agency, including but not limited to arrestable offenses

B. Continuum of Discipline:

Coaching to Success

- Coaching
- Training

Progressive Discipline:

- Counseling
- Oral Reprimand
- Written Reprimand
- Suspension
- Demotion
- Disciplinary Probation
- Termination

Practices:

- A. Coaching to Success:** Coaching to success is an attempt on the part of the supervisor to achieve a willing modification of behavior through encouragement and coaching. Examples of coaching to success include mentoring, training, and professional assistance. Coaching to success, which is not discipline, often achieves better results than progressive discipline, and should be considered in those situations where the mistakes were not willful, and the involved employee shows a genuine willingness to cooperate. Coaching to success also includes rewarding proper conduct with recognition, praise, and support. The use of coaching will not be considered as an element of progressive discipline in future disciplinary settings.
- B. Discipline:** Discipline is a form of punishment intended to change the behavior of the employee. The type of discipline leveled is dependent upon the factors provided earlier in this standard. Progressive discipline shall comply with the Civil Service Commission Rules and Regulations, the City of Lakewood Personnel Policies and Procedures, and applicable collective bargaining agreements. Also Refer to Chapter 52.
1. **Practices:** Refer to Standard 52.1.1 for specific information regarding Internal Investigations. The Chief of Police or designee may alter or modify any disciplinary action if it is in the best interest of the City and/or Department.
 2. **Notice of Intent to Discipline:** A notice of intended discipline will be provided to the employee whenever discipline will result in a financial impact to the employee. The employee will be provided an opportunity for a *Loudermill* hearing prior to the discipline in accordance with the City of Lakewood Personnel Policies and Procedures, and applicable collective bargaining agreements.
 3. **Relief from Duty:** Refer to Standard 52.1.8 regarding a supervisor's ability to relieve an employee from duty.

26.1.5 Supervisor's Role in Discipline

Principle: Supervisors have an important role in effecting discipline. The supervisor must be intimately familiar with department philosophies, principles, and practices. It is incumbent upon the supervisor to clearly explain performance expectations to employees.

- A.** Supervisors are expected to actively enforce the written directives of the Lakewood Police Department. Supervisors shall continuously be aware of any performance or behavioral issues and address them appropriately. All investigations shall be conducted without personal or professional bias and in accordance to Chapter 52 of this Manual of Standards, the City of Lakewood Personnel Policies and Procedures, and applicable collective bargaining agreements.

1. Only the Chief of Police may issue punitive discipline. Any punitive discipline above a written reprimand requires the City Manager's approval.
 2. All other supervisors may note deficiencies and counseling in the employee's performance files.
- B. Human Resources will be advised of complaints and/or allegations of harassment or discrimination. A collaborative decision on investigative authority will be made. (Rev. 02/10)

26.1.6 Appeal Practices

Principle: Appeals of discipline shall follow the practices set forth in the applicable collective bargaining agreement, the Civil Service Rules and Regulations, and/or the City of Lakewood Personnel Policies and Procedures.

26.1.7 Termination of an Employee

Principle: Only the City Manager or designee may terminate an employee. Only the Chief of Police or designee makes recommendations for termination to the City Manager. If the Police Department intends to terminate an employee the practices in Standard 26.1.4 shall be followed. The notice of intent to discipline for an employee to be terminated will include the below listed information:

- A. A written statement citing the reason for termination.
- B. The effective date of the termination.
- C. Status of Fringe and Retirement Benefits.
- D. Advisement of the right for regular, non-probationary employees to appeal to the Civil Service Commission.
- E. Represented employees may appeal to either the Civil Service Commission or the Guild, but not both for the same action.

26.1.8 Maintenance of Disciplinary Records

Principle: All records of disciplinary action are placed in the employee's division file, and copies are forwarded to the City of Lakewood Human Resources Department. These records shall not be purged except according to the guidelines provided below.

- A. Requests to Purge: Once the mandatory dates are met, an employee may petition the Chief to have the documents removed from his/her personnel file.

In all cases any written or oral reprimands will be automatically removed from all files maintained by the Department and the City three years from the date the employee received the oral or written reprimand.

Documentation listed below may not be used for progressive discipline once it has been removed from the file. Any current documentation in the files stated above shall also be subject to this policy

1. Records of positive and negative counseling are maintained in the Supervisory Performance File until the next annual Performance Review. They are then purged.
2. Oral Reprimands will remain on file for a minimum period of one year from the date of the reprimand. Documentation from the supervisors file will be removed at the employee's annual evaluation.
3. Written Reprimands remain on file for a minimum period of two years from the date of the reprimand.

RECRUITMENT

31.1 ADMINISTRATIVE PRACTICES AND PROCEDURES

PHILOSOPHY: One of the highest priorities of the Lakewood Police Department is the provision of quality service through quality personnel. The Lakewood Police Department acknowledges the increasing competition within the law enforcement profession to identify and hire qualified police candidates. The recruiting function is a pivotal aspect of remaining competitive in the personnel arena. Qualified candidates normally have several agencies to select from and the Lakewood Police Department must take the initiative to make our agency known to these candidates and encourage them to join our department.

31.1.1 Recruitment Program

Principle: Recruitment is a primary function of the City of Lakewood Human Resources Department, but the Police Department realizes there are many aspects of the recruiting process that require the active involvement of police department personnel. Therefore, the Lakewood Police Department will actively participate in recruitment efforts, in conjunction with the Human Resources Department, designed to support and augment their activities. The Police Department recruitment function will be the responsibility of the Professional Standards Section.

31.1.2 Recruitment Assignment

Principle: All personnel that participate in the recruiting efforts of the Lakewood Police Department shall receive training in the essential areas of personnel recruitment.

31.2 EQUAL EMPLOYMENT OPPORTUNITY AND RECRUITMENT

PHILOSOPHY: The Lakewood Police Department strives to reflect the ethnic and gender composition of the Lakewood community. A recruitment plan designed to identify qualified candidates for police officer and other positions has been created in an effort to achieve this goal. Also see City Index 200-01.

31.3 JOB ANNOUNCEMENTS AND PUBLICITY

PHILOSOPHY: The Lakewood Police Department remains a relatively new police department compared to our neighbors. Therefore it becomes even more critical for our agency to effectively advertise and educate possible candidates about the City and the Police Department. It is our intent to continue to aggressively promote our agency within the immediate community and throughout the area.

SELECTION

32.1 PROFESSIONAL AND LEGAL REQUIREMENTS

PHILOSOPHY: The Lakewood Police Department depends on a quality selection process to identify candidates that meet necessary qualifications and reflect the core values of the agency: integrity, dedication, teamwork, competence, courage, respect.

32.1.1 Selection Process Elements for All Police Department Personnel

Principle: The administration of the selection process for non-exempt, sworn and non-sworn personnel is a cooperative effort involving the Lakewood Police Department, the Lakewood Human Resources Department, and the Civil Service Commission (the Civil Service Commission is not involved in the selection of part-time personnel). The selection process adheres to the below listed laws, rules, regulations, and policies:

- Revised Code of Washington (RCW) Title 41
- City of Lakewood Personnel Policy and Procedures
- Civil Service Rules (not applicable to non-civil service positions).

Practices: In addition to the elements covered by City policies and/or Civil Service Rules, the Lakewood Police Department schedules candidates for sworn positions to a Panel Interview.

- A.** Panel Interview: The Professional Standards Section will coordinate a Panel Interview for those candidates that are eligible to progress to the Background stage. The panel will consist of a member of PSS, a Unit Lieutenant and a member of the L-PIG Executive Board.

32.1.2 Job Relatedness (City Index #200-01, 200-02 and Civil Service Rule 8)

32.1.3 Uniform Administration

Principle: All phases of the selection process for non-exempt full time positions shall be administered, scored, evaluated, and interpreted in a uniform manner for all candidates by the Chief Examiner of the Civil Service Commission and the Lakewood Human Resources Department. All phases of the selection process for exempt and part time positions shall be administered, scored, evaluated, and interpreted in a uniform manner for all candidates by the Lakewood Human Resources Department.

32.1.7 Selection Material Security

Practice: The City of Lakewood Human Resources and Civil Service Examiner store selection material in a secure location. When selection materials are no longer needed they are destroyed in a manner to keep the contents confidential.

32.2 ADMINISTRATIVE PRACTICES

PHILOSOPHY: The selection processes identified in this section are crucial to ensuring the Lakewood Police Department hires employees that the community can trust and rely upon.

32.2.1 Background Investigations (City Index #200-02)

Principle: The Lakewood Police Department conducts thorough background investigations on candidates being considered for positions within the department. The Professional Standards Section (PSS) shall be responsible for conducting the background investigations. At a minimum, verification of qualifying credentials, criminal records checks and verification of at least three personal references are required for all positions, including volunteers and Reserve Officer positions.

32.2.2 Background Investigators – Training

Principle: Personnel assigned to conduct background investigations will be trained to collect required information. The training shall include, at a minimum, information regarding confidentiality, liability and waiver requirements, and effective documentation.

32.2.4 Polygraph Examinations

Principle: As a condition of employment, candidates will be requested to complete a polygraph examination or other deception detection test. Prior to the test, the test administrator shall provide each candidate with a list of relevant areas that will be questioned. Sufficient time shall be allowed for the candidate to ask questions or clear up any misunderstanding about what will be asked.

32.2.5 Polygraph Administrators – Training and Skills

Principle: Polygraph examinations or any other deception detection device administered for hiring purposes shall be administered by examiners who are trained in the use of the instruments and skilled in the evaluation of data resulting from the examination. The Professional Standards Section shall maintain a file that supports the examiner's training and credentials.

32.2.6 Use of Results

Principle: Results of any deception detection examinations will not stand alone, but are to be used in conjunction with information gathered in the pre- and post-polygraph interviews, as well as information developed in other phases of the testing and background investigation process. Results are confidential and will be retained with the background investigation file by the Professional Standards Section.

TRAINING AND CAREER DEVELOPMENT

33.1 ADMINISTRATION

PHILOSOPHY: The Lakewood Police Department recognizes its role to provide training on critical police practices, current trends, and successful organizational components. The Department and its members share this responsibility in achieving the department mission. Training improves both the individual's and the organization's ability to adapt to changing community expectations. The following principles and practices are intended to permit the Police Department to provide training in a fair, consistent, and professional manner.

33.1.1 Training Committee

Principle: The Lakewood Police Department utilizes a Training Committee to assist in the development of training programs that facilitate the department in the achievement of its goals. The Training Committee will be established and operated pursuant to the following practices:

Practices:

- A. **Committee Composition:** The committee will consist of representatives from a cross-section of the department in order to provide insight into the training requirements of all departmental members. Representation will be selected as follows:
 - All Unit Lieutenants
 - The Professional Standards Section Sergeant
 - The Training Officer
 - A Community Service Officer (CSO)
 - A representative of the Firearms, Defensive Tactics, and Emergency Vehicle Operations (EVOC) Instructor cadre
- B. **Selection Process:** Committee members will be appointed by the respective positions. The Neighborhood Policing Section Sergeant will select the CSO who will serve a two-year term. If there is not a representative of the Firearms, Defensive Tactics or EVOC Instructor cadre then the Professional Standards Sergeant will select a representative to serve a two-year term. Committee members may serve consecutive terms.
- C. It shall be the purpose of the Training Committee to develop advisory recommendations on the type and method of training and the training needs of the Police Department. Committee members should solicit suggestions from those they represent. Ideas and suggestions should be discussed and recommendations made based on the merits of the suggestions, and the identified training needs of the department.
- D. **Authority and Responsibilities:** The Training Committee is a special program of the training function and serves in an advisory capacity to the Chief of Police in the formulation of department training.
- E. **Committee Coordinator:** The Training Officer coordinates the committee.

33.1.2 Training Attendance

Principle: The attendance of scheduled training is necessary to perform training in an efficient and effective manner. Police Department employees selected to attend external training are not only receiving training for the benefit of their personal growth and the agency's development, but each employee is acting as a representative of the department. In order to achieve excellence in the training program, the following practices will apply:

- A. **Mandatory Training Attendance:** All employees scheduled to attend mandatory department training shall attend at the scheduled time. Employees may be excused from attendance by their unit Lieutenant if any of

the below conflicts exist. Any employee missing mandatory training will be rescheduled at the time their absence is excused.

In the event that an employee cannot attend scheduled training, whether the training was directed by the department or requested by the employee, the employee shall first receive their supervisor's approval to not attend. The only exception to this requirement is when exigent circumstances require an employee to respond to an in-progress incident during the scheduled training event. If illness or a personal emergency prevents an employee from attending scheduled training and the employee cannot reach their supervisor, the employee must notify the on duty supervisor at a minimum. An e-mail or department memo will be provided to the Professional Standards Section through the chain of command explaining the circumstances requiring an employee to be excused.

- Court appearances
- Approved leave
- Other extenuating circumstances that could not be anticipated

- B. Non-Mandatory Training Attendance: Refer to practices described above in Section A. Employees approved to attend non-mandatory training might not be provided an opportunity to make-up the training.
- C. Documentation: Employees attending training hosted by an outside agency or organization will complete a Receipt of Training form, and a copy of their certificate, if applicable, and forward them to the Professional Standards Section for inclusion in the employee's training file.

33.1.3 Training Costs

Principle: When an employee is selected to attend a department approved training course or school, the Police Department will pay for the following costs. The Professional Standards Section will make all travel and lodging arrangements.

Practices:

- A. Transportation:
 - 1. Airfare to and from the training, or rental car or shuttle service
 - 2. Provision of a department vehicle, or
 - 3. Payment of mileage at the current City mileage rate in those cases where a private vehicle is pre-approved for use.
- B. Tuition Fees
- C. Lodging Expenses
- D. City authorized per diem
- E. Additional Expenses: Additional expenses may be provided with approval of the unit lieutenant depending on the peculiarities of the school and nature of the expenses incurred. Employees must submit properly completed expense records to the Professional Standards Section within one workday upon return to work.
- F. Any approved expenses not pre-arranged for will be reimbursed to the employee by completing a Claim for Reimbursement form, which is available on the Intranet. The employee must also turn in original receipts with the completed form.

33.1.4 Lesson Plans

Principle: The Lakewood Police Department requires a lesson plan for all training conducted or sponsored by the department. The purpose of the lesson plan is to ensure the topic of the training is thoroughly and accurately presented.

Practices: All lesson plans shall include the following information:

- A. **Statement of Training Objectives:** A clear and concise statement of the objectives of training. This will include information regarding the relationship of the training to specific job tasks or performance areas.
- B. **Training Content and Instructional Techniques:** The plan will provide an outline of the information/content of the training and the instructional techniques used to communicate/teach the information. The method of instruction should correlate to the subject matter being presented. The following instructional techniques may be included:
 - Conferences: Debates, discussion groups, panels, and seminars.
 - Field Experiences: Field trips, interviews, operational experiences, and operational observations
 - Presentations: Lecture, power-point presentation, lecture discussion, and lecture demonstration
 - Problem Investigations: Committee inquiries
 - Simulations: Scenario Based Training, case studies, games, and role-playing
- C. **Lesson Plan Approval and Retention:** The Training Committee shall be responsible for approving all lesson plans, presentations, videos, and other training materials prior to training being conducted. The Training Officer shall maintain a copy of all lesson plans for approved department training.
- D. **Identification of Tests:** Certain departmental training programs will require competency testing of the employee upon completion of the training program. The following procedures will apply when testing is conducted.
 - 1. All tests will be graded pass/fail. Written exams will be graded using 70% as the minimum passing score, unless otherwise designated. Records of pass or fail will be listed in the employee's training record.
 - 2. All master test copies will be maintained with the lesson plan.

33.1.5 Remedial Training

Principles: Many types of performance shortcomings can be improved by providing additional training. The Lakewood Police Department utilizes remedial training to assist employees in improving performance. The following practices will apply:

- A. **Identification of Necessary Remedial Training:** The necessity of remedial training may be identified by several departmental mechanisms. These mechanisms include:
 - 1. Supervisor observation in the field.
 - 2. A Professional Standards review or inspection.
 - 3. Performance of the employee during competency testing.
 - 4. Evaluation of police conduct in the field by command staff.
 - 5. Interviews/questionnaires with sources both within and outside of the department.
 - 6. Departmental records.

- B. Criteria for Remedial Training: The criterion for remedial training includes but is not limited to the following:
 - 1. Test scores on mandatory proficiency training below the acceptable range.
 - 2. The establishment of substandard performance, as indicated by the departmental mechanisms noted above.
- C. Determining if Remedial Training is Appropriate: In order to determine if remedial training may provide a resolution to a particular problem, the affected supervisory personnel shall consider the following:
 - 1. Whether or not the questionable action is actually a training issue.
 - 2. Whether or not training has been given on the subject in question.
 - 3. Whether or not effective training can be provided.
- D. Supervisor's Responsibilities: Once the decision is reached that remedial training is required, the involved supervisor shall take the following steps:
 - 1. Meet with the Administrative Lieutenant or designee to plan a course of training to resolve the employee's deficiencies.
 - 2. Establish a timetable for achievement levels.
 - 3. Require the employee to reach the minimum acceptable level.

An employee who fails to participate in a remedial training program will be subject to disciplinary action up to and including termination.

33.1.6 Employee Training Records

Principle: The Professional Standards Section (PSS) is responsible for the maintenance of training records for all Police Department employees. The below listed methods ensure thorough and current training records are maintained:

- A. External Training: A Training Request form must be completed for all requested external training. A copy of all approved Training Request forms shall be forwarded to the PSS. When an employee has completed (attended) the training, he/she shall provide a copy of the training certificate and Training Receipt to the PSS in accordance with Standard 33.1.2.C. The PSS will update the automated training records.
- B. Internal Training:
 - 1. Special internal training courses might require a Training Request form for attendance. In these instances the procedures provided in Section A of this standard will apply.
 - 2. Normally, during internal training the instructor providing the training shall ensure that all employees in attendance sign in on the Training Attendance form. The instructor shall forward the completed Training Attendance form to the PSS at the completion of the training. The instructor shall also forward any test scores or proficiency scores/comments whenever applicable. The PSS will update the automated training records.

33.1.7 Training Records

Principle: All records related to internal training courses/programs conducted or sponsored by the Police Department shall be maintained by the PSS. The records shall include, at a minimum:

- Lesson plans
- List of attendees
- Test results, if administered

33.2 ACADEMY

PHILOSOPHY: The Washington State Criminal Justice Training Commission is responsible, by state statute, for the development and implementation of training programs to certify law enforcement personnel in the State of Washington. The Commission is committed to providing high quality training programs that reflect the needs of criminal justice agencies throughout the state. The Commission, training standards and education boards, and the staff exist as a resource to agencies in the training of criminal justice personnel.

33.2.3 State Academy Training

Principle: The Lakewood Police Department maintains a professional relationship with the Criminal Justice Training Center (CJTC) in following manner:

- A. The Lakewood Police Department maintains liaison with CJTC and provides feedback as appropriate.
- B. The Police Department may provide instructors and/or other resources to CJTC if requested by CJTC. Fulfilling such requests will be dependent upon financial and staffing considerations. Any Lakewood Police Department personnel assigned to instruct on a fulltime basis at CJTC will report to the Professional Standards Section or designee for the duration of the assignment.
- C. Police Department personnel attending training at CJTC or other training commission sponsored instructional activities do so with the Lakewood Police Department having assumed principal liability responsibility.
- D. CJTC will be utilized for all recruit basic academy training and for all lateral equivalency academy training.

33.2.4 Police Department Written Directives Training

Principle: New officers receive a copy of the Manual of Standards and training on Lakewood Police Department standards during orientation and the Police Training Officer (PTO) program.

33.3 TRAINING INSTRUCTORS

PHILOSOPHY: The use of Police Department personnel as instructors permits the agency to improve its expertise in certain areas of law enforcement, while allowing individuals to gain valuable career development. Therefore, The Lakewood Police Department utilizes its personnel as instructors in areas such as firearms, emergency vehicle operations, defensive tactics, PTO training, and other areas as determined by the Chief of Police.

33.3.1 Instructor Development

Principle: All instructor positions within the department are in addition to the employee's regular assigned duties. Primary instructors will receive specialized training in the area they instruct, and in instruction techniques.

33.4 RECRUIT TRAINING

PHILOSOPHY: The quality of training provided to new officers impacts the quality of their performance as officers for the Lakewood Police Department. For this reason, the Department gives this training the utmost attention when evaluating department training needs and goals.

33.4.1 New Police Officer Training

Principle: The Lakewood Police Department ensures that new officers receive the following training:

- A. **Entry-Level Officers:** An entry-level officer is a person who has no prior experience as a police officer and/or has not been certified as a law enforcement officer in any state. Entry-level officers will be required to attend and successfully complete the Washington State Basic Law Enforcement Academy and the Lakewood Police Department PTO program prior to assuming any solo enforcement duties.
- B. **Lateral Officers:** A lateral officer is a person with prior experience as a general enforcement peace officer.
 - 1. Lateral officers that have been certified within the State of Washington within the last twenty-four months will be required to successfully complete the PTO Skills Enhancement program prior to assuming any solo enforcement duties.
 - 2. In addition to the above requirements, lateral officers that were certified in another state, or officers who have been certified in Washington State and must re-certify due to a break in continuous employment in excess of twenty-four months, must attend and successfully complete the WSCJTC Equivalency Academy.
- C. **Reserve Officers:** (See 16.3.3) Reserve Officers participate in a modified version of the PTO program. Please see the Reserve Officer SOP.
- D. **Firearms Qualifications:** Prior to formal entry into the Department's PTO program, all armed personnel shall qualify with their issued weapon.

33.4.3 Police Training Officer (PTO) Program

Principle: The primary objective of the Lakewood Police Department PTO program is to train police officers that can work in a solo capacity in a safe, skillful, and professional manner. The program is considered an integral part of the new officer selection process. Successful completion of the program and the full probation period conclude the total selection process. The program is fully described in the PTO Program Student Officer Manual provided to each officer prior to entering the PTO training program. The PTO program adheres to the following practices:

- A. **Program Length:** Substantive Topics, Core Competencies, and activities are brought together to form a Learning Matrix. The Learning Matrix will serve as a guideline for the student officer and trainer during the PTO Program. Substantive Topics provide 4 general categories that all police officer duties fall under. Core Competencies represent the activities that Officers commonly engage in during the daily performance of their duties. The recommended length of the PTO program is fifteen consecutive weeks which includes one week of integration, twelve weeks of training, and two weeks of evaluation. The length of the program may be increased or decreased dependant on the performance of the individual student officer.
- B. **Police Training Officer (PTO) Selection:** Officers who take on the job of "training" officer should have adequate police experience. An officer's professional experience and teaching abilities will be considered when selecting police training officers. Officers selected to be PTOs will be required to complete a 40 hour course describing the PTO program. The PTO assignment is considered a specialized assignment and selection is conducted pursuant to Standard 16.2.3.

- C. Supervision of PTOs: The Police Training Supervisor (PTS) role is an additional duty performed by a Patrol Sergeant. The PTS will provide supervision and coaching to the PTO/student officer team and ensure that the needs of the learning team are met. In the PTO Program, the PTS will:
1. Participate in the selection and evaluation of Police Training Officers and Police Training Evaluators (PTE.)
 2. Administer the program.
 3. Meet regularly with the PTO and student officer.
 4. Keep the Command Staff informed of any unusual problems or activities of the PTO/student officer team and the learning experience.
- D. Liaison to Academy Staff: The PTS acts as a liaison to the Academy staff in order to monitor the progress of officers attending the Basic Law Enforcement Academy.
- E. PTO Training: PTOs will receive PTO program training prior to being assigned a student officer. The training will consist of a certified course regarding the duties and responsibilities of a PTO and internal training regarding the specific procedures of the Lakewood Police Department's PTO training program.
- F. PTO Training Program Phases: Student officers will rotate shift assignments and PTOs during the PTO training program.
1. The integration phase lasts up to one week and is designed to prepare the student officer to begin geographical orientation, report for duty, acquire necessary equipment, become familiar with the organization, begin developing relationships within the organization, and introduce the PTO Program and Problem Based Learning (PBL) processes. The student officer does not receive an evaluation during the integration phase. This is a period of time for the student officer to acclimate to a new environment while under the PTO's supervision. The student officer will stay with the same PTO for two additional 3-week phases, which include the substantive topics of non-emergency response and emergency response.
 2. The Mid Term Evaluation period is the first formal evaluation for the student officer. A Police Training Evaluator (PTE) will be assigned to the student officer for one week.
 3. The student officer will be assigned to a second PTO for two 3-week phases, which includes the substantive topics of patrol activities and criminal investigations.
 4. The Final Evaluation period is the second formal evaluation of the student officer. A second PTE will be assigned to the student officer for one week.
- G. Evaluation Guidelines: The Student officer and PTO complete separate journals daily, and coaching and training reports (CTR's) weekly. CTRs evaluate the student officer's performance in the fifteen core competencies for the phase they are in. The CTRs require comments by both the student officer and the trainer. The CTR process allows the trainer to evaluate less and concentrate more on coaching and training.

A mid-term and final evaluation report is completed by a PTE at the end of the assigned week. The mid-term evaluation report is a formal evaluation of the core competencies during phase A and B. The final evaluation report is a formal evaluation of the entire PTO program.

An assignment, called the Neighborhood Portfolio Exercise (NPE), extends through the entire length of the training period. The student officer develops a detailed geographical, social, and cultural understanding of the area where he or she works and then presents the report to the Board of Evaluators (BOE) or any group designated by PTO staff. The Neighborhood Portfolio Exercise is designed to give the student officer a

sense of the community where he or she will work. It also encourages the student officer to develop community contacts that are critical when practicing the COPPS philosophy.

Student officers are assigned two problem based learning exercises (PBLE), one during phases A & B and a second during phases C & D. PBLEs are ill structured problems that are not easily solved and have many possible outcomes.

Prescriptive training is a student officer-designed action plan that will be used to address specific training deficiencies. The goal of the prescriptive training plan is to assist student officers with achieving their own learning objectives. The student officer, PTO and program coordinator will evaluate the performance of the student officer. Considerations to assist the student officer may include: reducing the stress of the training program, a fresh point of view (PTO change), a dedicated training exercise, mentoring or peer assistance, and performance contracts.

33.5 IN-SERVICE TRAINING

PHILOSOPHY: The vast amount of training needed to ensure that the Lakewood Police Department operates with the desired level of professionalism requires that all employees apply a high priority to achieving this training. It requires employees to participate in training at all levels, but especially the in-service training. The principles and practices included in this section are meant to assist the organization in achieving the highest level of in-service training.

33.5.1 Annual Training

Principle: The Lakewood Police Department requires employees to attend annual in-service training appropriate to their job classification. Topics include, but are not limited to, use of force, defensive tactics, blood borne pathogens, CPR/First Aid/ AED, and legal updates.

33.5.2 Turn-out Training

Principle: The Lakewood Police Department recognizes turn-out (shift briefing) training as a viable method of reinforcing past training as well as introducing new information to personnel. Turn-out training can be formal or informal. Formal turn-out training may occur as needed and is generally coordinated by the PSS, who will maintain attendance rosters. Informal turn-out training is encouraged and can be facilitated by any personnel. Attendance rosters are optional.

- A.** Training Bulletins: Training Bulletins are an additional tool used to clarify or modify existing practices or written directives, or to provide other updates as needed. The PSS must approve all Training Bulletins prior to issuance.

33.5.3 Accreditation Training

Principle: Accreditation training is designed to familiarize personnel with the accreditation process. The training is provided as described below:

Practice:

- A.** To all newly hired agency personnel within a reasonable period after their employment begins.
- B.** To all agency personnel just prior to an on-site assessment associated with initial accreditation and each reaccreditation.

33.5.4 Accreditation Manager Training

Practice: The Accreditation Manager will receive accreditation manager training within 1 year of taking the assignment.

33.6 SPECIALIZED IN-SERVICE TRAINING

PHILOSOPHY: Specialized assignments require varying degrees of additional specialized training and therefore each specialized unit is required to perform, record, and retain records of the training completed.

33.6.1 Specialized Assignments and Training

Principle: Specialized units may require specific training for personnel newly assigned. The type and extent of training is governed by the specialized assignment and will be determined jointly by the specific unit and the PSS. Personnel may be placed in a specialized assignment that requires pre-assignment training, but shall not perform any functions requiring training until the training has been completed.

33.6.2 Special Response Team Training and Readiness Exercises (See Metro SWAT SOP Chapter 16)

33.7 CIVILIAN TRAINING

PHILOSOPHY: Civilian employees fulfill important roles within the Lakewood Police Department and must receive Adequate training to ensure the Police Department provides quality service.

33.7.1 New Civilian Employee Training

Principle: All newly hired civilian employees will receive training in the below listed areas.

- A. The agency's role, purpose, goals, philosophies and practices.
- B. Working conditions and regulations.
- C. Responsibilities and rights of employees.

33.7.2 Required Training for Civilian Positions

Principle: Training of civilian employees falls into two categories, those acting in limited commission capacity and those who are not commissioned. Regardless of category, all civilian employees will receive in-service training mandated by applicable accreditation standards.

- A. Limited Commission: Those who act with limited commission authority include Community Service Officers and Animal control Officers. Their training will include:
 - Legal and confidentiality concerns
 - Safety concerns
 - Applicable written standards, core values, and code of conduct
 - Other training specific to assignment
- B. Other Civilian Positions: The other civilian positions in the Police Department often deal with the public. Employees in these positions will be provided with training regarding the skills necessary to perform the technical aspects of a particular position, and customer service training.

33.8 CAREER DEVELOPMENT

PHILOSOPHY: The Lakewood Police Department encourages professional development with all of its employees with opportunities to attend training, participate in job shadowing, and, for sworn personnel, career development counseling from supervisors.

33.8.1 Career Development Training**Principle: Sworn Personnel**

- A. Supervisors: Receive training in general counseling techniques, and in skills, knowledge, and abilities assessments. Supervisors also are familiar with available incentives, resources for training and education opportunities.
- B. Detectives and Police Officers: Receive training that includes the following career development activities:

Primary Assignment**Secondary Assignment****Tactical Assignments**

Accepted Assignments	Accepted Additional Duties	Accepted Training
Patrol	Entry Team	Police Survival & Safety
Special Ops	SWAT	Pursuit Decision Making
K-9 Handler	Hostage Negotiator	Supervisory Training
Traffic Officer	Narcotics Tip Team	Critical Infrastructure Protection
MSU Officer	Meth Lab Response Team	Bike Certified Patrol Officer
CJTC TAC Officer	Weapons Instructor	Narcotics Warrant Service
Violent Crimes Task Force	DT Instructor	SWAT Training
	Non-Lethal Instructor	DT Training Levels
	EVOC Instructor	EVOC Training/Advanced
	PTO	Marine Training
	Dive Team Member	Dive Training
	Radar/LIDAR Instructor	Peer Support Training
	Active Shooter Instructor	DV Training
	Battle Drill Instructor	WMD Training
	WMD/HAZMAT Instructor	Homeland Security Training
	Step Up Officer in Charge	Meth Lab Training
	Explorer Advisor	PTO Training
	PEER Support Team	Gang Enforcement Training
	DV Response Instructor	

Investigative Assignments

Accepted Assignment	Accepted Additional Duties	Accepted Training
Detective	Arson Investigations	Supervisory Training
Special Ops Officer	Sexually Oriented Business Team	Background Investigations
Gang Unit Officer	DRE	Internal affairs Investigations
DV Unit Officer	Intelligence Officer	Forensics Training
NPO	Step Up Officer In Charge	DV Intervention/Investigations
Traffic Officer		Elder Abuse Investigations
Background Officer		Financial Investigations
Training/Accreditation Officer		Fraud Investigations
MSU Officer		Homicide Investigations
Violent Crimes Task Force		Internet Crimes Investigations
		LE Video Training
		Officer Involved Shooting
		Drug Investigations
		Homeland Security Training

Community Policing Assignments

Accepted Assignments	Accepted Additional Duties	Accepted Training
NPO	Bike Certified Officer	DRE Training
CJTC TAC Officer	Motel/Hotel Team	Bike Certification Training
Special Assault Detective/Investigator	Raise the Bar Team	SRO Training
Property PROAC Investigator	Explorer Advisor	Supervisory Training
MSU Officer	Reserve Officer Advisor	
	Sexually Oriented Business Team	
	Honor Guard	
	Step Up Officer in Charge	

33.8.2 Training of Promoted Personnel

Principle: Within one year of promotion, personnel promoted to new positions will be provided with training in order to fulfill new duties and responsibilities.

33.8.3 Career Development Program

Principle: The Lakewood Police Department will assist department employees in planning their career paths through the utilization of formal schooling opportunities and law enforcement related training courses to improve their skills, knowledge and abilities.

- A.** Participation in the career development program is voluntary.
- B.** The aim of career development is to highlight specific opportunities for individual growth at all levels and to improve overall job satisfaction and performance. The career development program furthers professional growth and capabilities of employees in both their present and future roles within the department.
- C.** Objectives of the career development program include:
 - 1. Provide opportunity for all employees to develop their careers.
 - 2. Ensure that all employees complete mandated in-service training in a timely manner, preferably through utilization of training opportunities which will enhance career growth.
 - 3. Provide career developmental counseling and guidance to each employee in conjunction with the evaluation process.
 - 4. Provide employees who possess certifications or skills in particular areas (i.e. radar operation, instructor) with opportunities to renew their certification and/or increase their skills.
 - 5. Provide employees possessing specific skills or abilities opportunities to continue their personal growth and improve skills in that area.
 - 6. Utilize the services of other resources to enhance career development of employees including but not limited to:
 - a. Washington State Criminal Justice Training Center which provides basic, specialized and in-service training to commissioned personnel and also provides some administrative and management training to civilian personnel as well.
 - b. City of Lakewood Human Resources Department which provides employee counseling
 - c. Private/Public Institutions such as community colleges, universities, management/training seminars (such as Fred Pryor, Inc.) and WASPC (Washington Association of Sheriffs and Police Chiefs)

- d. In-house instruction offered by certified instructors in specialized areas of expertise.

PROMOTIONS

34.1 PROFESSIONAL AND LEGAL REQUIREMENTS

PHILOSOPHY: As with any organization, the careful selection and promotion of personnel will determine the ability for the Lakewood Police Department to continue to succeed as a quality service provider of law enforcement to the community. Promotion processes must be carefully crafted to identify the necessary skills, knowledge, and abilities necessary for increased levels of responsibility, and evaluate those qualities in each candidate. The Police Department employs a variety of tools, methods, and facilitators to accomplish the tasks related to promotions.

34.1.1 Police Department's Role in Promotional Process

Principle:

Non-Exempt Positions: The Civil Service Commission is granted the authority by the State of Washington to be the administrator of promotional opportunities for non-exempt positions within the Lakewood Police Department. Promotional processes will be in conformance with the Civil Service Rules and any applicable collective bargaining agreements. The Lakewood Police Department acts as a resource to the Civil Service Commission to ensure any promotional process identifies the skills, knowledge, and abilities necessary for the promotional opportunity. The Police Department also provides assistance in the coordination and the facilitation of a promotional process.

- A. Design of Assessment Process: The Police Department will provide input and recommendations to the Civil Service Commission on the type of tests and/or processes that should be used to assess a candidate's abilities.
- B. Facilitate Process: The Police Department will assist in the facilitation of the assessment process for promotions to include: cooperating with the Civil Service Secretary Chief Examiner in the scheduling of all components of assessment, the selection of assessors, and the coordination of the assessment process.
- C. Candidate Selection: The Chief of Police shall retain the sole discretion to promote a candidate from the list of certified eligible candidates provided by the Secretary Chief Examiner or in the case of non-civil service positions, the Human Resources Department.

Exempt Positions: The Lakewood Police Department, in cooperation with the Human Resources Department or Civil Service Chief Examiner, administers promotional processes associated with opportunities for exempt positions. These promotional processes will adhere to the general guidelines provided in Standard 34.1.3, with the exception of any involvement by the Civil Service Commission.

34.1.2 Administrative Responsibility

Principle: A Command Staff member shall be responsible for coordinating the Police Department's role in any promotional process. The CIU Lieutenant will coordinate detective promotional processes, a Patrol Operations Lieutenant will coordinate sergeant promotional processes and the Assistant Chief will coordinate lieutenant promotional processes.

34.1.3 Promotional Process (See Civil Service Rules 7-10 and City Policy 400-02)

Principle: The Civil Service Commission, in cooperation with the City of Lakewood Human Resources Department, may use various assessment tools/components to gauge a candidate's skills, knowledge, and abilities as compared to those identified as necessary for the rank the candidate is seeking. The Command Staff member responsible for coordinating the promotional process will ensure that promotional materials are kept confidential and secure.

Practice: The Civil Service Chief Examiner is responsible, with department input, to develop any written tests, assessment centers, or oral boards used in the promotional process. Once developed and approved by the Civil

Service Commission, the Chief Examiner will coordinate any resources or non-department personnel needed to conduct elements of the promotional process.

PERFORMANCE REVIEWS

35.1 ADMINISTRATION

PHILOSOPHY: In order to maximize efficiency, increase productivity, and provide feedback to employees, the Lakewood Police Department utilizes a written performance review system for all department employees. The objectives of the performance review system are:

- Foster fair and impartial personnel decisions
- Maintain and improve performance
- Provide a medium for personnel counseling
- Facilitate proper decision-making regarding probationary employees
- Identify training needs
- Provide an objective and fair means for recognition and measurement of individual performance in accordance with prescribed guidelines

35.1.1 Performance Review System (City Policy 400-06)

Principle: In an effort to provide an objective and fair performance review system it is necessary to create clear and specific guidelines. It is the preparation, discussion, analysis, and counseling that are involved in the review system that is the true value to the employee, supervisor, and department.

Practice:

- A. Measurement Definitions: (See Supervisor's Information Sheet)
- B. Procedures for Completing Performance Review Forms: (See City Policy 400-06)
- C. Rater Responsibilities: The rater on any performance review has the responsibility to adhere to the following procedures.
 - 1. Provide supervision and feedback to the employee on an ongoing basis.
 - 2. Advise the employee as soon as possible of deficiencies and of methods to correct the deficiencies.
 - 3. Document performance on an ongoing basis in the employee's supervisory performance file.
 - 4. Complete the Performance Review in a timely manner. If a rating of "needs improvement" or "unsatisfactory" is anticipated, the rater must notify the employee in writing at least ninety days in advance of the review, to allow the employee the opportunity to improve their performance before the review is completed.
- D. Rater Training: Supervisors responsible for preparing employee reviews should receive training designed to introduce and reinforce effective performance management practices.

35.1.2 Annual Performance Reviews

Practice: Each non-probationary employee and non-probationary reserve officer shall receive an annual Performance Review. The reviews are completed based on the anniversary of the employee's date of hire, date of promotion to a new civil service rank, or date of graduation from the Basic Law Enforcement Academy (BLEA).

35.1.3 Probationary Employees

Practice: Employees on probation, including reserve officers, receive quarterly Performance Reviews. Entry level police officers are evaluated during, and immediately upon completion of, the Police Training Officer program. These reviews replace the three month Performance Review. Probationary entry level police officers are subsequently evaluated by Performance Review at six months, nine months, and one year, based upon their graduation date from the BLEA.

35.1.4 Rating Criteria

Practice: Criteria used for performance reviews have been developed to meet the expectations of the City of Lakewood staff throughout the organization. Job specific indicators have been determined by the Police Department for personnel assigned to the various units and sections.

35.1.5 Performance Review System

- A. The specific rating period is listed on the first page of the Performance Review form. Performance of the employee outside the rating period will be excluded from the performance review.
- B. Explanatory comments required when performance ratings are unsatisfactory or superior
- C. Each performance review report is reviewed and signed by the rater's supervisor
- D. Employees and reserves will be given the opportunity to sign and make written comments to supplement the completed performance review report.
- E. Employees and reserves are provided a copy of the review report
- F. Review Process: If an employee does not agree with his/her Performance Review and wishes to contest it, he/she shall meet with the supervisor who prepared the review. Areas of contention will be discussed and either the employee or the supervisor may add supplemental documentation to the Performance Review. If areas of contention still exist, additional personnel in the employee's chain of command may meet and discuss the review with any or all of the involved parties. Supplemental documentation may be attached to the performance review during any stage of review. Any supplemental documentation must be reviewed with the employee being appraised.
- G. Retention of Performance Reviews: All performance reviews shall be maintained for the entire duration of an employee's tenure and for a period of six years following separation of the employee with the Lakewood Police Department.
 - 1. The retention of performance reviews allows for the following uses:
 - a. To assist in providing information for decision-making processes of the department such as special assignments, promotions, transfers, terminations and tracking.
 - b. To be utilized to determine training needs for the department and individuals.
 - c. To be used along with other information in the Career Development Program.
 - d. To determine the department's effectiveness.
 - e. To assist in making re-employment or disciplinary decisions.
 - f. To document performance level.

35.1.6 Notification of Unsatisfactory Performance

Practice: Employees shall receive written notification of “Unsatisfactory” or “Needs Improvement” performance in a major rating category when it has been identified. The written notification will inform the employee of the performance category where performance is unsatisfactory or needs improvement, and provide specific guidance regarding actions to be taken in order to improve performance. Notification will take place a minimum of ninety days before the annual review is completed, unless the unsatisfactory or needs improvement behavior occurs during the last ninety days of the rating period, in which case notification will be made as soon as practicable once it has been identified. A copy of the written notification provided shall be included in both the employee’s personnel and supervisory performance files.

35.1.7 Annual Employee Performance Counseling

Principle: The one-on-one counseling provided by supervisors to employees can be fundamental to the development and success of individuals. Although this type of support should be offered on a continuous basis, supervisors will be expected to counsel each employee in the below listed areas at the conclusion of the review period.

- A. The results of the performance review.
- B. Expectations and goals for the next review period and rating criteria.
- C. Career counseling relative to such topics as advancement, specialization, or training appropriate for the employee’s position.

35.1.8 Review of Raters

Principle: All performance reviews must be approved by each level of command in an employee’s chain of command. One of the purposes of this procedure is to provide an opportunity to evaluate the effectiveness and fairness of the rater. When a higher-ranking employee observes a deficiency in the rater’s use of the performance review process, the rater shall be provided additional training. The observations may be included in the supervisor’s Performance Review.

35.1.9 Early Warning System

Principle: The Lakewood Police Department recognizes that to maintain an intricate environment of teamwork and accountability, systems must be in place to support members when facets of the profession challenge them and they may need additional assistance or intervention in meeting department expectations. The purpose of the early warning system is to provide early, identifiable negative performance indicators that will assist supervisors and administrators in identifying an employee whose performance may need review with potential corrective action. This system is a tool for monitoring performance and is NOT a disciplinary process and the result of the Early Warning System (EWS) is not considered disciplinary action. The EWS Board consists of the PSS Sergeant, the Peer Support Lieutenant and the Assistant Chief. The employee’s first level supervisor works directly with the board once convened.

Practice:

- A. **Threshold Indicator:** Behavior considered to be a threshold indicator may indicate “out of ordinary” behavior patterns and will be evaluated, by the EWS Board, for the need to initiate corrective action. The threshold indicator is based on department norms, but reaching the threshold does not in and of itself indicate “out of ordinary” behavior.
 - 1. Three complaints of a similar nature in a six month period.
 - 2. Two preventable collisions in a six month period.
 - 3. Failure to show up for training or court three times in a twelve month period.
 - 4. More than eight Force Response Reports in a six month period.
 - 5. Any combination of four incidents from 1-3 in a twelve month period.

- B. Agency Reporting Requirements: Supervisors and the Professional Standards Section (PSS) work together to monitor the threshold indicators. Whenever a supervisor becomes aware that one of his/her employees has reached a threshold indicator, the supervisor will notify the EWS Board to determine if corrective actions are necessary. The Professional Standards Section will monitor administrative investigations completed in compliance with Chapter 52 of this manual to identify if an employee may have reached a threshold indicator. The Professional Standards Section will provide notification to the employee's supervisor.
- C. Early Warning System Annual Evaluation: The EWS Board will conduct an annual evaluation of the Early Warning System and review it for effectiveness.
- D. Role of Supervisors:
 - 1. First level supervisors may initiate corrective action based on any combination of behavior that raises concern for employee welfare and/or performance. They will notify the second level supervisor of the referral and assist as needed. Referral to the EWS board by the employee's supervisor may be for:
 - a. Negative change in performance
 - b. Experiencing personal or professional traumatic incident.
 - c. Negative changes in behavior.
- E. If intervention is needed the following are possible actions:
 - 1. Referral to Peer Support
 - 2. Coaching by a supervisor
 - 3. Development of a skill specific training schedule
 - 4. Referral to the city's Employee Assistance Program (EAP)

GENERAL LAW ENFORCEMENT OPERATIONS

40.1 ADMINISTRATION

PHILOSOPHY: The accomplishment of the Lakewood Police Department's mission is dependent on the clear communication of expectations and standards for various department functions and responsibilities. The standards identified in this chapter are intended to improve the Police Department's service delivery to the public.

40.1.1 Communications

Principle: The Lakewood Police Department understands that successful communication is critical to the provision of effective, efficient, and professional service to the community. The following policies and procedures have been developed to encourage that all types of communication are effective and that each employee wisely uses the various methods of communication available to them.

Practices:

- A. Mail Boxes: All employees shall review the items in their mailbox and/or in-box during each workday and make any necessary responses. Mailboxes shall not be used for storage and shall be kept neat and clean.
- B. Electronic Mail: All employees shall review items sent to their city e-mail address at least once during each workday and make any necessary responses within one workday.
- C. Telephone Messages: Each employee will review all telephone messages provided to them at least once during each workday. All employees will return telephone messages as soon as possible, but no later than during their next work shift.
- D. Personal Telephone Calls: All telephone calls of a personal nature made by on-duty employees, including those made on personal cellular telephones, shall be brief and infrequent. Members who make personal toll or long distance calls from departmental telephones shall reimburse the City of Lakewood in accordance with City Policy (Use of City Property and Systems Index # 500-5).
- E. Personal Technology Devices: There are many devices available that facilitate persons in organizing their time, storing valuable information, and increasing communications. Employees are encouraged to take advantage of developing technology. Employees shall limit the time the use of such devices for personal / non-work related activities to their authorized breaks. Employees in uniform shall be mindful of public impression when using these devices in a public setting.
- F. Cellular Telephone Use: The use of a cellular telephone, whether an employee's personal telephone or a department issued telephone, can greatly increase the effectiveness and efficiency of the delivery of services. Certain restrictions are necessary in order for the Police Department to properly manage the delivery of police services. Use of cellular telephones to conduct personal business or communications will be in compliance with Section D of this Standard. The Police Department reserves the right to restrict the use of personal cellular phones. No officer/CSO shall clear a call for service by only cellular telephone contact unless the call meets the criteria established in Standard 81.2.14 for Telephone Reports or the reporting party requests telephone contact only.

40.1.2 Subpoenas

Principle: All officers shall appear in court pursuant to a subpoena.

40.1.3 Collision Review Board

Principle: The Lakewood Police Department recognizes the necessity to administratively review collisions involving LPD employees and vehicles, and take necessary action to minimize the dangers to employees and the public. To that end, the Collision Review Board has been established. L-PIG members are held to the language in their contract.

Practices:

- A. Reports at the time of the accident:**
 - 1. The employee driver will complete a Vehicle Accident Report Form. Additionally, If an injury occurs the Accident, Injury, Illness, Exposure Form is required, the City of Lakewood Initial Vehicle Accident Information form, and the Employee's Accident and/or Incident Report – Risk Management forms. No General Report is written.
 - 2. The officer investigating the accident shall complete the State Collision Report, if appropriate.
 - 3. The investigating supervisor shall complete the supervisor's portion of the above forms.
- B. Review Board:** A Collision Review Board may be convened by the Assistant Chief or designated lieutenant within thirty days of the collision, or as soon as practical.
- C. Composition of the Collision Review Board:** The board members and Guild observer are selected by the Assistant Chief or lieutenant convening the board. The board will be comprised as follows:
 - 1. Assistant Chief or lieutenant (as designated by the Chief of Police)
 - 2. Unit Lieutenant of the employee involved in the collision
 - 3. Collision Investigator (advanced level or higher, not the officer who investigated the accident)
 - 4. EVOC Instructor
 - 5. Peer member of the employee/driver
 - 6. Guild representative (non-voting)
- D. Procedures:**
 - 1. The Board is facilitated by the Assistant Chief or designated lieutenant; it considers all reports and evidence. At the discretion of the Assistant Chief or designated lieutenant, the employee/driver may be required to appear before the Board to explain the circumstances regarding the collision. The Board may require other employee witnesses to appear before the Board. The Assistant Chief or designated lieutenant's designee will send a notice in advance to the employee/driver as soon as practical to advise the employee/driver of the required attendance at the Collision Review Board. Included in the notice will be statements informing the employee/driver of truthfulness requirements and *Garrity* self incrimination rights.
 - 2. The Board will reach a determination regarding the collision:
 - a. Non-preventable: The driver/employee could not have reasonably prevented the collision. No further action is taken by the Board regarding non-preventable collisions.
 - b. Preventable: The driver/employee could have taken reasonable action or measures that would have prevented the collision from occurring.

3. If the Board determines that a collision was preventable, the Board then categorizes the collision as described below:
 - a. Category 1: Non-chargeable (not an infraction), at fault collision (i.e. hitting a pole or backing into a car in a parking lot).
 - b. Category 2: Chargeable (an infraction was committed), at fault collision (i.e. Failure to Yield Right of Way, Unsafe U-Turn).
 4. Collisions resulting in alleged criminal violations of the Revised Code of Washington, as determined by the initial collision investigation, shall not be reviewed by the Collision Review Board regardless of their non-preventable or preventable nature. Such incidents will be referred to the Professional Standards Section for investigation.
- E. Administrative Review: The Assistant Chief or designated lieutenant convening the Collision Review Board will review the Board's findings.
1. Non-Preventable: If the collision was found to be non-preventable, no further action will be taken and the investigation packet will be forwarded to the Professional Standards Section for retention.
 2. Preventable: If the Board determined the collision to be preventable, the Assistant Chief or designated lieutenant will make a discipline recommendation to the Chief of Police, based on the Collision Review Discipline Matrix. If there are mitigating or aggravating circumstances in the investigation related to the current collision or previous collisions the Assistant Chief or designated lieutenant may make recommendations to the Chief of Police for discipline in the matrix that is higher or lower than stated within the matrix. If the Assistant Chief or designated lieutenant stays within the matrix and the Chief of Police determines there are mitigating factors or extenuating circumstances in the investigation related to the collision, the Chief of Police exercise disciplinary measures in the matrix that are higher or lower than stated within the matrix.
 3. Prior to any discipline being issued by the Chief of Police, the employee will be allowed a pre-disciplinary hearing with the Chief of Police or Acting Chief of Police. The finder of fact shall not be the person making the discipline decision.
- F. Collision Review Discipline Matrix:
1. An employee's preventable collision history shall be considered for only thirty-six months prior to the date of the collision.
 2. Vehicle removal requires that an employee leave their assigned vehicle parked at the Lakewood Police Department Headquarters when not on duty.
 3. Vehicle removal does not start until the vehicle has been repaired and returned to service, or replaced.
 4. Employees may express a preference regarding when suspension hours are served, but the actual service of all suspensions will be determined by the Assistant Chief, in accordance with the needs of the Department.
 - a. Once the Administrative Review is completed and discipline has been determined, the investigative packet will be forwarded to the Professional Standards Section for retention.

G. Accident Review Discipline Matrix:

Number of Collisions	Category 1 Collisions	Category 2 Collisions
1	Verbal Reprimand	Vehicle removed 1 week
2	Written Reprimand	Vehicle removed for 1 month; or Vehicle removed for 2 weeks & 20 hours of suspension
3	Vehicle removed for one week	Vehicle removed for three months; or Vehicle removed for 1 month & 40 hours of suspension
4	Vehicle removed for 2 weeks and 10 hour suspension; or Vehicle removed for 1 month; or 20 hours of suspension	Vehicle removed for 1 year & 80 hours of suspension

40.1.4 Ride-Along Program

Principle: The Lakewood Police Department strives to improve communication and relations within the Lakewood community. One valuable method of achieving this mission is to allow citizens to ride with officers on patrol in order to enhance a citizen's understanding of the role and duties of a police officer. The below described ride-along program has been created to accomplish this goal.

Practices:**A. Who May Participate:**

1. Civilians: Only persons with ties to Lakewood will be allowed to participate in the ride-along program:
 - a. Lakewood residents or business owners
 - b. Local college students studying criminal justice or a related field
 - c. Current sworn police officers considering employment with LPD as a lateral, police applicants, and other law enforcement professionals
2. Police Department Family Members and Friends: Family members and friends are allowed to participate in the ride-along program, and may ride with prior permission of the on-duty supervisor. The appropriate supervisor will determine the frequency with which a family member or friend may ride with an officer.
3. Non-Commissioned Staff / Volunteers: Non-commissioned staff and volunteers are encouraged to ride with officers in order to gain more general knowledge of police operations. Non-commissioned staff / volunteers may participate in the ride-along program once per quarter.
4. Other City of Lakewood Staff and Council Members: Staff members and Council members are also encouraged to participate in the ride-along program.
 - a. Generally other City staff members and Council members will be limited to participating in the program once per quarter. The Assistant Chief may grant exceptions.
 - b. Prosecutors are encouraged to participate in the ride-along program as frequently as possible because their participation improves the performance of both the Police Department and the Prosecutor's Office.

5. Exceptions to the limitations imposed by sections 1-4 above may be granted by the Chief of Police.

B. General Guidelines:

1. All ride-alongs not initiated by department staff will submit a completed Ride Along Request form to the designated front desk CSO assigned to screen the rider.
2. The designated CSO will conduct WASIC/NCIC and Web-RMS checks on the applicant rider. If the subject passes this background check, the Ride Along Request form will be given to the appropriate shift sergeant to assign to an officer.
3. Scheduling: The assigned officer will contact the rider and schedule a date and time for the ride. This should be completed within one week, where practicable.
4. The officer will complete the Observation Ride-Rules and Waiver and the Orientation Check Off Sheet with the rider prior to beginning the ride along.
5. When the officer completes the ride along, the Observation Ride-Rules and Waiver and the Orientation Check Off Sheet will be returned to the sergeant, who will sign it and forward it to the Assistant Chief.
6. In addition to those rides initiated by an LPD officer, no more than three ride-alongs per week will be allowed per squad.
7. Appearance: Riders are expected to be neat and clean in appearance. Clothing worn should be appropriately selected, as riders will be in full view of the public.
8. Length of Rides: Generally the officer assigned to host the rider will determine the length of the ride. A minimum of two hours is the guideline established. Officers may terminate the ride-along at any time for persons who are unruly, fail to obey instructions, distract the officer from his/her duties, or at the discretion of the officer assigned to host the rider.
9. Participation in Activities: The rider will not be allowed to actively participate (perform) law enforcement tasks and/or duties. Officers that have riders assigned to them should attempt to avoid exposing the rider to danger. Only other law enforcement officers may be armed during a ride-along. A supervisor must give prior approval for a law enforcement officer to be armed during a ride-along.
10. Media Devices: Riders are not permitted to carry/use recording devices, cameras, or other media devices. Exceptions may be made for media representatives. Refer to Chapter 54 of this manual.

40.1.5 Department Access and Identification

Principle: Our Police facility has multiple points and methods of access. This increases the importance of being able to quickly identify persons for security reasons. The below listed practices have been developed in order to assist Police members in providing security.

Practices:

- A. Display of Police Identification: All personnel not in uniform shall clearly display their Police Department Badge or Identification Card at all times while in the Police facility or any other City of Lakewood facility (Special Operations assignment exempt) while on duty.
- B. Identification of Visitors: All visitors and guests to the Police Department facility (including vendors and service providers) shall sign in on a log maintained at the front counter. All visitors and guests shall be issued an identification badge to wear while they remain in the building. In the event that a group is touring the building, the leader of that group shall sign in on the visitor's log with a notation as to how many members

are in the group. The group must always remain together and shall always be escorted and remain in the presence of a Police Department member.

1. Exceptions:

- a. Police Professionals: Members of other Law Enforcement or Fire Departments are not required to sign-in, so long as they are in a uniform or are prominently displaying a badge and remain in the immediate presence of an employee.
- b. Lakewood City Employees: Other City of Lakewood employees are not required to sign-in so long as they are prominently displaying their City of Lakewood identification and remain in the immediate presence of an employee.
- c. Police Department Employee Family Members: Employees may bring family members into the facility without signing-in, so long as they remain in the immediate presence of the employee.

40.2 OPERATIONS

PHILOSOPHY: The day-to-day operations of a law enforcement agency will result in incident and/or investigations that do not occur frequently and/or require special procedures. Due to the sporadic nature of these types of events, it is helpful to have clearly established guidelines to ensure that the Lakewood Police Department provides the highest level of service that it is able.

40.2.2 Electronic Tracking System (ETS)

Principle: This policy contains confidential information and police procedures for the ETS system. Under no circumstances will any information pertaining to ETS be shared with any non law enforcement personnel, as unlawful dissemination of information will significantly diminish the effectiveness of the system.

Practices:

- A. Purpose: To provide for the proper handling of ETS activations as well as proper documentation of the track and apprehension of the suspect and/or recovery of the device.
- B. Terminology: The use of certain terminology will compromise the confidentiality of the system. Therefore, the use of descriptive terminology will not be used in CAD entries, MDC messaging or broadcasted over the radio. Instead SOUTHSOUND 911 and law enforcement personnel will use the phrases "ETS Equipped, Rat Activation, Rat or Tag." The same limitations apply to written reports. When making reference to the ETS system in written reports, the term "Confidential Device or Confidential Informant" will be used.
- C. Financial Institutions: See ETS Annex A for a listing of banks and credit unions currently using ETS. This list will change as new customers are introduced to ETS. You can also type "Info ETS Bank" on CAD for addresses and other pertinent information.
- D. Law Enforcement Agencies: See ETS Annex B for a list of Law Enforcement agencies that are ETS equipped to either monitor or track ETS activations. Again, this list will change over time.
- E. Tower Locations: See ETS Annex C for all the tower locations which are located along the I-5 Corridor from Canada to Mexico.
- F. Area Wide Monitor (AWM): Each dispatch Pod is equipped with an AWM. If there is an activation there will be an audible alarm on the AWM. The monitor will show the approximate location of the activation and which tower is "Hot." Important note: If there is an activation there is approximately a 20 second delay before the tower goes hot. However, the field unit's head unit in their patrol car will activate immediately. So in most cases, if you are monitoring your dash mounted unit, you will know of a possible activation approximately 20

- seconds before dispatch will and you will have to notify them or ask them if "A tower is currently hot." At times, as with any electronic equipment that operates on a frequency, there can be interference that can cause a temporary activation. You may want to monitor your unit for a short time to ensure it is a legitimate activation. If it is legitimate, there will be a bar strength signal displayed and it will be constant unless you are moving away from the signal and out of the field of the tower. False readings usually only last approximately 10 seconds and then the system will shut off and go quiet again. When dispatch alerts the field units they will only say, "Information for all ETS equipped units, we have a Rat activation and/or the (Tower name) is hot." They WILL NOT give out the tower addresses over the air.
- G. SOUTHSOUND 911 Dispatch SOP: Per SOUTHSOUND 911 ETS SOP, if a suspect has been identified and is being tracked by field units and it appears the suspect is leading them into another jurisdiction; the dispatcher will make the appropriate notification by telephone to that agency. If that agency is ETS equipped, they will be advised that our units are tracking a suspect and that a Rat was taken. If that agency is NOT ETS equipped, they will only be told that our units are pursuing a suspect and provide a description, direction of travel, etc.
 - H. Guardian ONE: King County's helicopter Guardian One is ETS equipped and is available to us for serious situations. It doesn't cost the requesting agency for the use of guardian ONE for ETS purposes. The decision to request Guardian ONE should come from a field supervisor or higher authority. The telephone call to request Guardian ONE will be made by a dispatcher to the King County Communications Center. If Guardian ONE is able to respond, all pertinent information, to include radio frequency will be provided to field units which will most likely be LERN.
 - I. Law Enforcement Responsibility:
 - 1. Per SOUTHSOUND 911 ETS SOP it will be the responsibility of each agency to notify SOUTHSOUND 911 of the deployment of tracking units at the time the shift supervisor gives them the schedule.
 - 2. A field supervisor will be responsible for monitoring all active tracks until completion/ termination of the track.
 - 3. The field supervisor will ensure that the dispatcher assigns a NON ETS equipped unit to contact the victim institution.
 - 4. A request will be made through the dispatcher to notify local ETS equipped agencies when training or testing of the system.
 - J. Additional:
 - 1. It will be required for officers to receive classroom instruction as well as at least one field tracking exercise prior to using the equipment or having it installed in their vehicle.
 - 2. With the exception of the ETS liaison, the department will have three head units. Those three head units will be checked in and out at the beginning and end of each shift to ensure adequate coverage on each shift.

40.2.3 Response to Domestic Violence Incidents involving Law Enforcement Personnel, Public Officials and other Persons of Power

Principle: The profession of Law Enforcement is not immune from members committing domestic violence against their intimate partners. The purpose of this policy is to establish clear procedures, protocols and actions in response to domestic violence incidents involving Lakewood Police Department (LPD) employees, employees of other law enforcement agencies and public officials who fall within the investigative jurisdiction of the Lakewood Police Department. The policy will also address the prevention of incidents involving LPD personnel through hiring, training, and supervision practices. The public must trust that law enforcement employees are held to the standards of the law regarding domestic violence. Therefore, the Lakewood Police Department shall:

- Promptly respond to all allegations of Domestic Violence by an employee according to this policy and all applicable laws.
- Give primary consideration to protection of the victim(s) of domestic violence and enforcement of the law.
- Respect the due process rights of all employees, according to applicable legal precedent and collective bargaining agreements.
- Expeditiously report and conduct thorough investigations into any allegation of a law enforcement employee's or public official's involvement in domestic violence.
- Train employees and may seek to educate their families and the public about family violence and avenues for assistance.

Definitions:

- A. Domestic Violence (as defined by RCW 10.99) includes two elements:
 - 1. A relationship between the perpetrator and the victim, defined in RCW 10.99.020(3).
 - 2. A criminal act has occurred as defined in RCW 10.99.020 (5).
- B. Domestic Dispute: An incident involving a qualifying relationship where there was no criminal act.
- C. Person of Power or Prominent Community Leader: A person who by position; stature within the community; personal wealth or association with other persons of power; could be perceived as having potential undue influence upon members of the government, the judicial system, or law enforcement.
- D. Public Official: Includes senior government officials, elected officials to city, county, state or federal government and judicial officials.
- E. LPD employee: Any person currently employed by the City of Lakewood Police Department.
- F. Non-LPD personnel: Includes law enforcement employees from other agencies or jurisdictions, public officials, and persons of power within our community.

Practices:

- A. LPD Responsibilities:
 - 1. The department shall accept, document, and preserve all calls, complaints or reports regarding domestic violence (including those made anonymously) as official, "on the record" information.
 - 2. All reports of possible criminal activity implicating LPD employees in domestic violence shall be documented in accordance with policies governing the handling of domestic violence involving civilians.
 - 3. All such incident reports shall be made available by the department to victims without cost.
 - 4. Provide information of allegations of domestic violence crimes which were committed by law enforcement employees of any other agency to administrators of that agency within 24 hours of the incident being reported.
 - 5. Coordinate with other law enforcement agencies and request immediate notification of any domestic violence incident which their agency responds to involving LPD employees.
 - 6. Provide initial and continuing education to department personnel on domestic violence, power and control, abusive behaviors and the LPD policies addressing these issues.
 - 7. Provide information on the LPD Domestic Violence Response Protocols to employees, families and the public.

8. Provide alleged victims of domestic violence by LPD employees an LPD point of contact to assist the victim through the investigative process. This point of contact may be the assigned investigator. Consideration should be given to selecting a point of contact that is a higher rank than the alleged abuser.
9. In response to observed warning signs or at the request of the employee, LPD may offer or recommend non-punitive avenues of assistance to employees, their partners, and other family members before an act of domestic violence occurs. (i.e. Employee Assistance Program (E.A.P.) or other appropriate counseling services including those listed in RCW 26.50.150.)
10. Handle allegations of domestic violence which are committed by a Public Official as we do with members of a law enforcement agency.
11. The Department will maintain ongoing relationships with victim advocates and domestic violence professionals in the community to strive to reduce domestic violence within our community.
12. The department will provide these community entities copies of all domestic violence training curricula, protocols and policies for review.

B. Employee Responsibilities:

1. All employees are encouraged and entitled to seek assistance through E.A.P. and similar counseling functions to prevent a problem from escalating to the level of criminal conduct against a family or household member, or person whom they have had a dating relationship
2. Personnel who disclose to any member of the department that they have personally engaged in domestic violence are not entitled to confidentiality, unless the communication is about non-criminal domestic issues and the purpose of the communication is within the parameters of seeking assistance such as E.A.P. The report of such criminal conduct must be treated as an admission of a crime or notification that a crime has occurred. Either shall be investigated or reviewed criminally and administratively.
3. Personnel with any knowledge or information of abuse and/or violence involving any person covered by this policy must report in writing such information as soon as possible, but no later than 24 hours to their supervisor, or the Internal Affairs Unit. Failure to do so may subject the employee to investigation, disciplinary action, or other actions.
4. Employees who are the victims of domestic violence would not be subject to punitive measures for failing to report their abuse; however we do encourage employees to seek assistance.
5. All personnel shall be aware of the possibility of witness or victim intimidation/coercion. Whenever an employee has knowledge that this is occurring, he/she shall prepare a written notification and immediately deliver it to the investigator in charge of the case or through the proper chain of command.
6. Personnel who engage in threatening, harassing, stalking, surveillance or other such behavior designed to interfere with domestic violence cases or attempt to intimidate witnesses shall be subject to investigation, and possible disciplinary action and/or other consequences.
7. Personnel who fail to cooperate with the investigation of a domestic violence allegation by a person covered under this policy may be subject to investigation, and possible disciplinary action and/or other consequences. (IAW 5th Amendment Rights, *Garrity* or current LPD policy.)
8. Any employee who falsely reports that a party to a domestic violence investigation has committed a crime (such as child abuse or neglect) shall be subject to investigation, and possible disciplinary action and/or other consequences.

9. Any employee who is the subject of a criminal investigation, or civil action with a protective or restraining order related to domestic violence, regardless of the jurisdiction, is required to report that fact to his/her supervisor. The employee shall report this information by their next work day, and provide a copy of any order, notice of court dates, times, appearances, and proceedings.
10. Department employees shall not accompany persons covered by this policy to any domestic related court proceedings while on duty or in uniform unless subpoenaed to appear or authorized to do so by their chain of command.
11. Employees accused of domestic violence may be placed on administrative leave, at the discretion of the Chief of Police, pending the outcome of an independent investigation by the Professional Standards section regardless of the outcome of any criminal investigation or the filing of, or dismissal or, criminal charges.

C. Supervisors' Responsibilities:

1. Supervisors should be cognizant of and document any pattern of abusive behavior potentially indicative of domestic violence. These shall include, but are not limited to:
 - a. Aggressiveness:
 1. Excessive and/or increased use of force on duty
 2. Stalking and inappropriate surveillance activities
 3. Unusually high incidences of physical or verbal altercations
 4. Complaints from co-workers and/or citizens of verbal abuse or unwarranted aggression
 - b. Deteriorating Work Performance:
 1. Excessive Absences or tardiness
 2. Alcohol or drug abuse
 - c. Domestic violence-related issues:
 1. Monitoring or controlling any family member or intimate partner through such means as excessive phone calling or the unreasonable withholding of financial resources, etc.
 2. Stalking any intimate partner or family member.
 3. Discrediting or disparaging an intimate partner.
2. All Lakewood Police Department supervisors are responsible for ensuring that domestic violence incidents are properly reported. Patrol and Investigative supervisors are responsible for ensuring that the incident is investigated pursuant to the department's domestic violence policy and applicable state law.
3. Patrol supervisors shall immediately notify the Command Duty Officer (CDO), as well as any other appropriate command personnel of all domestic violence incidents involving persons covered under this policy.
4. Patrol supervisors shall call the SAU Supervisor or CIU Lieutenant for consultation on incidents involving persons covered under this policy.
5. Patrol supervisors shall ensure that the completed general report is forwarded to the SAU Supervisor and a copy to the Assistant Chief. Non-criminal incidents will only require a written memorandum of the incident be sent to the Assistant Chief.

D. Pre-employment Screening:

1. Professional Standards personnel shall ensure that all applicants are screened for issues of domestic violence, power and control, anger management, and other abusive behaviors during the application, personal history, interviews and background investigation phases.
2. Candidates shall be asked directly if they have engaged in or been investigated for domestic violence and also asked about any past arrests, suspended sentences, diversion programs, convictions, and protection orders related to elder abuse, child abuse, sexual assault, stalking, or domestic violence.
3. Candidates will be required to disclose the names and contact information of present and former spouses and intimate partners, children, parents and siblings. These persons will be interviewed about domestic violence perpetrated by the candidate.
4. Those candidates with a substantiated history of perpetrating domestic violence (as defined by RCW), elder abuse, child abuse, sexual assault or stalking) will be screened out at this point in the hiring process.
5. All candidates shall be clearly informed of the department's position concerning family violence by LPD employees prior to hiring.

E. Post-Conditional Offer of Employment:

1. The psychological and polygraph examinations of all viable candidates will focus on indicators of abusive tendencies in their background.
2. Those candidates whose psychological exam reveals tendencies indicative of abusive behavior shall be screened out at this point in the hiring process.

F. Incident Response Protocols:

1. SOUTHSOUND 911 Radio Response:
 - a. Upon receipt of an allegation of domestic violence involving a law enforcement employee, public official or person of power SOUTHSOUND 911 employees shall enter a call for service and notify the on-duty LPD patrol supervisor.
 - b. If there is no on-duty supervisor available to respond immediately, SOUTHSOUND 911 Dispatch shall notify the CDO.
2. Patrol Response:
 - a. Upon arrival on the scene of a domestic violence call or incident involving an LPD employee the patrol units shall immediately notify dispatch and request a supervisor of higher rank than the involved employee report to the scene.
 - b. The responding officers shall perform the following actions:
 1. Obtain needed medical assistance
 2. Address the immediate safety of all parties involved
 3. Conduct a thorough, unbiased investigation in accordance with RCW 10.99 and established LPD DV response protocols.
 4. Make an arrest if probable cause exists.
 5. Attempt to locate accused employee if he/she has left the scene.

G. On Scene Supervisor Responsibilities:

1. A patrol supervisor of higher rank shall report to the scene of all domestic violence incidents involving LPD personnel or non-LPD personnel covered by this policy.
 - a. Upon arrival, the responding patrol supervisor shall assume incident command and shall ensure that the incident is investigated per State Law and LPD DV Response protocols.
 - b. In cases where probable cause exists, the supervisor shall ensure that an arrest of the Primary Aggressor is made in accordance with RCW 10.31.100 and he/she shall notify the CDO of the arrest.
 - c. If the alleged offender has left the scene and probable cause exists, the patrol supervisor shall perform the following actions:
 1. Exhaust all reasonable means to locate the alleged offender
 2. Determine the location of his/her department-issued weapon, if any.
 3. Notify the CDO as soon as possible.
 4. Offer to transport the victim to another location of his/her choosing
 5. Document all subsequent actions in a timely manner
2. In the event that the victim has left the scene, the supervisor shall make every effort to follow through on the investigation and attempt to locate the victim.
 - a. Whenever a police officer is arrested, the supervisor shall locate and secure all department-issued weapons found at the scene, pending further direction from the CDO.
 - b. The on-scene supervisor shall inquire whether the victim wants any other weapons removed from the residence for safekeeping.
 - c. The on-scene supervisor shall provide to the victim the following information:
 1. An LPD Victim's Rights brochure.
 2. Procedures for obtaining protective orders
 3. The contact information for the employee's unit commander
 4. An opportunity to accept transportation to another location
 - d. The on-scene supervisor will ensure that all responding officers submit a written report of the incident prior to the end of their duty shift.
 - e. If the incident does not result in an arrest, the on-scene supervisor shall ensure that the circumstances are fully documented in the report.
 - f. The on-scene supervisor shall forward a copy of the report alleging domestic violence by a person covered by this policy to the Chief of Police or his designee.

H. LPD CDO Responsibilities:

1. The CDO will ensure that the Chief of Police is notified of any DV incident involving persons covered by this policy.
2. The CDO will ensure that the on-scene supervisor has the required resources to properly investigate the incident.
3. If an involved LPD employee holds the rank of sergeant or above, the CDO or another command officer shall respond to the scene.

4. In the event that the reported incident involves the Chief of Police, the CDO shall immediately notify the LPD Unit Lieutenants and the Lakewood City Manager or designee.
- I. Post Incident Follow Up: The SAU Supervisor shall review the report and investigation for thoroughness and assign a follow-up investigator as appropriate. The SAU Supervisor will utilize the DV Detective as the primary investigator whenever possible. Case assignment will be made upon a case by case basis; this does not preclude the SAU Supervisor from assigning a DV investigator (officer) to the investigation. In all cases, the SAU Supervisor will consider the relationship between the Detective/Investigator and the incident suspect when making case assignments.
1. The SAU investigator shall provide to the victim of alleged domestic violence by an LPD employee the following:
 - a. A copy of this domestic violence policy.
 - b. Information about public and private nonprofit domestic violence advocate resources and services, to include the Pierce County Domestic Violence hotline and if applicable the employee assistance program.
 - c. Information related to relevant confidentiality policies related to the victim's information and public disclosure as provided for by law.
- J. Victim Safety and Protection:
1. Through continuing education, all officers shall be made aware of the increased danger when the victim leaves an abusive partner.
 2. The department shall work with community resources and advocacy agencies to connect victims and their children with appropriate services.
 3. The staff member designated as principal contact for the victim, shall inform the victim of confidentiality policies and their limitations, and ensure that confidentiality is maintained throughout the case.
 4. The designated principal contact shall assist the victim and children in safety planning and caution the victim to be alert to stalking activities.
 5. In order to determine whether the victim/witness is being intimidated or coerced, the investigator in charge shall seek out secondary sources of information.
 6. Given the possibility that a victim will recant or choose not to participate in court proceedings, supplemental evidence shall be sought out and preserved.
- K. Post Incident Administrative Response:
1. In a timely manner, the chief shall ensure that all officers who responded to a LPD personnel involved domestic violence incident call are debriefed. The debriefing shall include the following:
 2. A review of department confidentiality guidelines
 3. A direct order prohibiting discussion of the incident outside of the official inquiry
 4. A clear delineation of assignments

5. Follow-up investigators shall proactively seek out information on existing protective orders and, if found, shall enforce them and any applicable state and federal firearms laws and determine whether the officer the officer violated department policy by failing to report the protective order.
6. Arrest warrants charging police officers with domestic violence and protective orders issued at a later time shall be served by no fewer than two officers with at least one being of senior rank to the officer being served.
7. In cases where firearms have not previously been seized, firearms shall be seized, if allowed by the department, and decisions about service weapons will be made.
8. In the event the protection order expires or the victim asks that it be discontinued, the department shall still conduct a thorough administrative investigation.
9. Following the reported incident, the department shall designate a member of the command staff to perform the following duties:
 10. Conduct a danger assessment of the accused officer to determine the potential for further violence and inform the victim of the possibility of danger, regardless of the outcome of the assessment.
 11. Act as a principal point of contact to keep the victim apprised of all developments
 12. Ensure that safety planning and danger assessment is made available to the victim.
 13. Report the findings of the danger assessment to the Chief who will make decisions concerning appropriate sanctions, administrative actions, and referrals for the accused employee

L. Administrative Investigations:

1. The Lakewood Police Department will adhere to and observe all procedures to ensure an accused employee's department, union, and legal rights are upheld during the administrative and criminal investigations.
2. Administrative investigations will be conducted through the department's Professional Standards Unit, or, as otherwise may be directed for investigation by the Chief of Police.
3. Regardless of the outcome of the criminal case, the department shall uphold all administrative decisions. Where sufficient information/evidence exists that domestic violence has occurred or any department policies have been violated, administrative action shall be taken independent of any criminal proceedings as soon as practicable.
4. The department may initiate an independent administrative investigation and decide the employee's status based on the outcome of the investigation, regardless if an arrest was made or charges were filed.
5. Administrative actions may include: removal of badge, commission card, law enforcement identification, building access badges, removal of weapon, restricting access to information systems, reassignment, administrative leave with or without pay, emergency suspension, or termination.
6. In determining the proper course of administrative action, the department may consider factors such as level of danger an employee poses to the victim (based on risk assessment measures), an employee's history of compliance with departmental rules, history of aggressive behaviors, and existence of an alcohol or substance abuse problem.

7. The department employee may be ordered to have a fitness for duty evaluation prior to any disposition. Additionally, the department may order restrictions on an employee's work schedule or assignment pending disposition of the investigation.

40.2.4 Secure Community Transition Facility (SCTF) Policy

- A. Purpose: The Lakewood Police Department has established a policy for patrol response to calls for service to deal with incidents involving sex offenders who are enrolled in the Secure Community Transition Facility.
- B. Background: The Secure Community Transition Facility (SCTF) is located on McNeil Island and operated by DSHS. This facility houses Level III Sex Offenders who have been civilly committed due to their high likelihood of re-offending. The SCTF is a program where DSHS is attempting to re-integrate, on a controlled basis, these civilly committed sex-offenders back into society in response to a Federal Court Order. The sex offenders will reside in a secure facility on McNeil Island and be allowed to work, shop, attend appointments and functions within Pierce County upon approval by his/her treatment team and with a DSHS escort.
- C. DSHS Escorts: Are unarmed, non-law enforcement personnel. The escorts will drive the sex offenders to and from McNeil Island. The Escorts will stay with and monitor the sex offender 100 percent of the time while off McNeil Island.
 1. Escorts will utilize the SOUTHSOUND 911 Communications Radio frequencies. Their call signs will be DSHS 1, DSHS 2, etc.
 2. Escorts will have in their possession an approved trip plan from the SCTF for each day's activities. Deviations from the trip plans are not authorized without prior approval from the SCTF and coordination with the LPD SAU Supervisor or designee and the Law Enforcement Jurisdiction(s) which are being transited or visited.
 3. Escorts will have a recent digital photograph of the sex offender before leaving McNeil Island. The Escort will have this photo available for law enforcement officers if the need arises.
 4. Escorts shall be familiar with the court order conditions of the offender's conditional release to the SCTF program and shall insure they do not allow the offender to violate those provisions.
 5. Escorts will operate a non-descript DSHS vehicle with the following markings on the rear window of the vehicle in the lower right hand corner. The marking will be black three inch high numerals "444". This will identify the vehicle as a SCTF vehicle in addition the vehicle will have state exempt plates.
- D. Potential Incidents with suggested patrol response:
 1. DSHS Escort requests assistance for an escaped sex offender.
 - a. Patrol will treat this situation as a high priority. The sex offenders in this program are civilly committed for life and have been deemed the most dangerous of sex offenders and predators.
 1. The patrol sergeant will immediately initiate a search for the subject.
 2. The patrol sergeant will notify LPD command personnel and the CDO.
 3. The patrol sergeant will request any resources necessary to attempt to re-capture the subject.
 4. Escape is a Class A Felony under RCW 9A.76.115
 - b. DSHS Escort requests assistance for a passive, un-cooperative sex offender.
 - c. Patrol officers will be dispatched immediately to assist.
 1. The DSHS Escort shall have in his possession the Superior Court Order that commits the subject to the SCTF. This order gives the escort the authority to determine where the offender

should and should not be. If the escort advises that the offender should be returned to McNeil Island and the subject refuses. The responding law enforcement officer shall advise the subject that he is being returned to McNeil Island. If the subject refuses to comply with the law enforcement officers directives he/she may be arrested for RCW 9A.76.020 Obstructing a law enforcement officer, which is a gross misdemeanor.

2. The Patrol officer will make an arrest and take custody of the subject.
 - a. If the subject cooperates, then the patrol officer will take the subject into custody and transport or assist with the delivery of the subject to the McNeil Island DOC Ferry Dock to be returned to McNeil Island. The officer would then complete a general report for obstructing.
 - b. If the subject is un-cooperative, then the patrol officer will take the subject into custody and consult with the sergeant and the on-duty supervisor or manager of the SCTF to determine if the subject should be booked into the Pierce County Jail or returned to McNeil Island. (The officer and his/her sergeant will have the final decision in the disposition of the subject.) The officer shall complete a general report for the obstructing and any other potential charges.
 - c. REQUIRED: If the offender is booked into jail, the jail staff shall be notified of the offender's status in the SCTF and Civil Court Commitment Order. Jail personnel shall be informed that the offender shall not be released to anyone but a member of the SCTF staff. The booking sheet should include "SCTF DOC HOLD" in the charge block.
2. DSHS Escort requests assistance or there is a call for service regarding the sex offender for a felony crime.
 - a. The patrol officer will be dispatched immediately to investigate the allegation.
 1. If the patrol officer determines that there is probable cause to arrest the subject. The officer will take the subject into custody and consult with the patrol sergeant and the supervisor or manager of the SCTF to determine if the subject should be booked into the Pierce County Jail or returned to McNeil Island. (The officer and his/her sergeant will have the final decision in the disposition of the subject. For non-violent felonies it is recommended that the subject generally be returned to McNeil Island.) The officer shall complete a general report for the incident.
 - a. REQUIRED: If the offender is booked into jail, the jail staff shall be notified of the offender's status in the SCTF and Civil Court Commitment Order. Jail personnel shall be informed that the offender shall not be released to anyone but a member of the SCTF staff. The booking sheet should include "SCTF DOC HOLD" in the charge block.
3. DSHS Escort requests assistance or there is a call for service regarding the sex offender for a misdemeanor crime.
 - a. The patrol officer will be dispatched immediately to investigate the allegation.
 1. If the patrol officer determines that there is probable cause to arrest the subject. The officer will take the subject into custody and process the subject for a referral to the prosecutor for charging and summons and release to the DSHS Escort, who will return to McNeil Island with the subject. (The officer and his/her sergeant will have the final decision in the disposition of the subject and whether he/she is released or booked into jail.) The officer shall complete a general report for the incident.

- a. REQUIRED: If the offender is booked into jail, the jail staff shall be notified of the offender's status in the SCTF and Civil Court Commitment Order. Jail personnel shall be informed that the offender shall not be released to anyone but a member of the SCTF staff. The booking sheet should include "SCTF DOC HOLD" in the charge block.
4. DSHS Escort requests assistance, becomes incapacitated, or is unable to supervise the sex offender.
 - a. The patrol officer will respond immediately to insure that the sex offender remains in-custody or 100 percent control.
 1. If the DSHS Escort is unavailable (becomes ill, is involved in an accident or has some other problem) and/or cannot maintain control over the subject, the patrol officer will have to stand by or assume control until the subject can be turned over to DSHS SCTF personnel, the DOC Community Corrections officer assigned to the subject, or the patrol officer may elect to transport the subject to McNeil Island.
5. If the DSHS Escort officer is observed or reported to be not complying with all provisions of his escort responsibilities--notify LPD SAU Supervisor with the observations. If the situation appears to be a situation that is potentially putting the public in danger, or the potential for the subject to be un-observed, then the officer should take custody of the offender. The SAU Supervisor or Patrol Sergeant should notify the SCTF supervisor or manager immediately to resolve the situation. The officer should document the incident in a general information report. Any reports, incidents, observations regarding the SCTF program shall be immediately brought to the attention of the LPD SAU supervisor. All reports written should be marked for additional distribution LPD SAU supervisors (block 22 general report form).

PATROL

41.1 ADMINISTRATION

PHILOSOPHY: The Patrol Operations Unit provides proactive law enforcement and innovative problem solving in order to reduce crime in the Lakewood community. The patrol model undergoes continuous evaluation in order to facilitate the accomplishment of the Lakewood Police Department's mission.

41.1.1 Patrol Shift Management

Practices: In order to ensure that the Lakewood Police Department provides adequate levels of service to the community while maintaining consistency for the officers, the following practices have been established:

- A. Continuous Patrol Coverage: The Lakewood Police Department provides continuous patrol coverage 24 hours a day, seven days a week. Assigned Police Officers work various shifts with overlapping coverage between shifts. Periodic staffing analysis determines the number and hours of shifts. The Chief of Police and designees have the authority to call an officer back to duty, regardless of the hours assigned to that officer. Officers will ensure the Department has a current telephone number that they can routinely be reached at. Personnel on special teams may be issued a pager to facilitate a call back to duty.
- B. Assignment to Patrol Shifts:
 - 1. Staffing Determinations: The following factors will be considered when making determinations regarding the number of officers assigned to each shift and the patrol schedule.
 - a. Analysis of calls for service.
 - b. Special enforcement needs.
 - c. The required presence of officers with special skills on particular shifts.
 - d. Any other special circumstances as deemed necessary by the Assistant Chief.
 - 2. Shift Assignment: (LPIG Contract Article 8)
- C. Frequency of Shift Rotation: Officers shall bid for shift assignments in accordance with the applicable Collective Bargaining Agreement. With Assistant Chief approval, shift trades may be made upon request of the employees.
- D. Assignment to Service Areas (Districts):
 - 1. District: The City of Lakewood has been divided into geographical areas (districts) that contain a sufficient workload for a single officer during a single shift. The purpose of the district assignment is to affix accountability for providing law enforcement services within a geographical area. The actual assignment of officers to districts may vary from shift to shift depending on the workload and staffing available.
 - 2. Assignments: The shift supervisor will assign police officers to districts during turn-out. The supervisor should consider consistency in district assignments in order to promote community policing, and special community needs, when making assignments.
- E. Frequency of Service Area Rotation (Districts): Effective community policing is dependent on establishing a positive relationship between the officers that serve the community and the community itself. The development of such a relationship is facilitated by the consistent assignment of officers to the same districts.

Police officers are generally assigned to a district annually in order to facilitate community oriented policing efforts.

41.1.2 Turn-Out

Principle: Turn-out briefings provide an opportunity to exchange important information, critique past performance, train personnel, and evaluate their readiness for patrol. In order to ensure the effective use of these shift briefings, the below listed practices will be followed:

Practice:

- A. Shift Preparation: Personnel are expected to be prepared for duty prior to the beginning of turn-out.
- B. Attendance: Unless otherwise directed, officers shall report to turn-out at the time and place specified in proper uniform and equipment. They shall give careful attention to all the information provided, take notes when appropriate, and avoid creating disruptions to the briefing.

41.1.3 Special Purpose Vehicles (41.2.1)

The Lakewood Police Department operates several special purpose vehicles. Refer to the Special Vehicles Table in the Appendix for details regarding the authorized use of the vehicle, training (if any) required to operate the vehicle, person or section responsible for the vehicle and any required equipment.

41.1.4 Police Service Dog (PSD) Unit:

Principle: The Lakewood Police Department has developed a PSD Unit to offer the community a specialized service intended to enhance the department's ability to locate and apprehend criminals as well as search for and recover valuable evidence and/or contraband. In addition, the PSD officer often acts as an important ambassador to the community as the unit provides educational programs.

Definitions:

Announcing: Loudly calling a warning that a police PSD will be released to search. The announcement will include that anybody within the area must immediately show and identify themselves.

Application/Apply: Using the police PSD in a police situation.

PSD Log: A record of all PSD related training received by either member of the PSD Team.

PSD Handler: General authority commissioned police officer assigned to the PSD Unit who has successfully completed basic team training.

PSD Officer: Refers to the actual PSD trained for police services.

PSD Team: Refers specifically to a PSD handler and his/her assigned PSD officer.

Manwork: The use of the PSD officer's natural abilities to apprehend, detain or control a suspect.

On Lead: A PSD officer is attached to and controlled by a lead in the hands of the PSD handler.

Training Master: An officer, qualified through training and experience, to train police officers as PSD handlers, and PSD officers as PSD Teams. A training master may be a member of an allied agency.

Controlled Substance Training Aids: Actual controlled substances that are issued to the PSD handler by evidence technicians for the purpose of in service training.

Philosophy: Each PSD Team is considered to be uniquely specialized by virtue of having received extensive special PSD-handler training

Practices:

- A. PSD Unit Responsibilities and Objectives:** This unit has a primary responsibility to the patrol function, but it may be used by other department components (i.e. Special Ops) and render mutual assistance to other police agencies, with supervisory approval.
1. The PSD unit is responsible for, but is not limited to:
 - a. Assisting patrol officers in criminal apprehensions
 - b. Conducting area searches
 - c. Conducting building searches
 - d. Searching for evidence of crimes
 - e. Conducting public relations demonstrations
 2. The major objectives of the PSD unit are:
 - a. To enhance the arrest capabilities of the department
 - b. To render assistance in criminal investigations
 - c. To render assistance to other police agencies
 - d. To provide a service in a specialized field to the community
 - e. To provide protection of the PSD handler and other police personnel
 - f. To give assurance to the community that all professional means available are being utilized for their protection
- B. PSD Team:** The PSD and the handler must receive and successfully complete the Criminal Justice Training Center (or equivalent) PSD Officers Certification for each specialty they perform at work (i.e. generalist, drug detection, flammable accelerants) before the team performs those specialties in the field. The PSD Team may perform specialty work before obtaining certification with approval and under the supervision of an approved PSD trainer. Additionally, the handler should work with their supervisor to accommodate the required 16 hours of in-service training per month.
1. The PSD unit is a team consisting of a trained PSD handler and police PSD. The team is supportive to all line units in the department. Arrests made or things recovered will be considered to have been done by the line officer involved, using the PSD team as the means to do so, unless the PSD team is the primary unit.
 2. PSD handlers will apply the PSD in any actual police situation with proper restraint; the same as with any other device used for maintaining law and order, i.e. gun, handcuffs, OC.
 3. PSD teams are an added dimension to be used by line officers and do not replace line officers. Good rapport with patrol and other line officers is essential. All requests for PSD assistance must be responded to promptly, whether from on-shift or from home (when called out while no PSD team is on duty).
 4. A strong bond between the PSD and the handler is vital to accomplish the goals of the PSD unit, the stronger the bond the better the chance of success for the team. To this end, PSD handlers shall take every opportunity to provide attention and genuine affection to their PSD.
 5. The PSD handler is responsible for the care and maintenance of both the PSD and the assigned vehicle. While off duty, the PSD should be under the handler's direct control, secured in a kennel, or left in the care of an immediate family member. When this is not possible, the PSD should be placed with a professional boarding kennel or other location as approved by the PSD Unit supervisor.

- C. PSD Unit Supervision: The Lakewood Police Department PSD unit is supervised by a designated sergeant that is responsible for the training, maintenance, and scheduling of public relations services for the PSD Teams. PSD teams report to the on-duty patrol supervisor during normal duty hours.
1. Shift Assignment: PSD Teams will be assigned duty hours determined by command staff. Shift assignments may not align to a specific patrol squad and hours may be flexed in order to achieve the primary objectives.
 2. Field Assignment: PSD Teams working the patrol function should not be assigned a district. PSD Teams will be expected to respond to calls for service when requested by a supervisor or when the handler anticipates the need for a PSD officer. This expectation does not prohibit PSD handlers from answering calls for service or from assisting his/her fellow officers.
- D. Guidelines for PSD Team Operations:
1. Applying the PSD as a Means of Force: PSDs will be considered another tool for use by professionally trained Lakewood Police Department PSD handlers. Their proper use as a means of force shall be within the parameters guiding the use of any other tool or weapon by the Lakewood Police Department as depicted by federal, state, and local statutes and Lakewood Police Department policies and procedures. The PSD as a means of force response must be employed in a reasonable and necessary manner.
 2. Applications of the PSD: Each PSD is trained to accomplish many different functions. The PSD unit mission will be to accomplish through building searches, tracking, direct pursuits, area searches, evidence searches, narcotics searches (if applicable,) and officer/handler protection. Each PSD handler will do his/her best to turn the PSDs greater sense of smell, sound, and sight to the department's advantage. The PSD team may assist in the apprehension of a suspect in any crime of violence, including the possession of a deadly weapon. The PSD handler should be prepared to articulate the totality of the circumstances in the decision to apply the PSD to apprehend any suspect.
 3. General Regulations:
 - a. Announcement – prior to the search of any building or enclosed area, a loud, verbal warning will be made that a building/area will be searched by a police PSD and anyone inside must immediately show and identify themselves. This announcement need not be given in circumstances where doing so would endanger the safety of the PSD team. The handler will wait a reasonable time for a response before starting a building search.
 - b. PSD Log – A logbook, maintained by the PSD handler, will contain a complete record of all training exercises, applications, public demonstrations and veterinary care. An electronic database may replace this log.
 - c. On Duty – A request for on-duty PSD team assistance may be made directly by any member of the department. The PSD team is available to assist any agency operating under the Metro Agreement or with other outside agencies with the approval of the on-duty supervisor.
 - d. Off Duty – An off duty request for PSD assistance, whether from the police department or from an outside agency, must be made only with the approval of the on-duty supervisor.
 - e. The final decision to apply the PSD in any given situation shall be solely that of the PSD handler. Any time a PSD handler refuses to apply the PSD when requested to do so by another officer, he/she will note the reasons for refusing on his/her daily activity log.
 - f. A written report shall be submitted to the on-duty supervisor when any emergency medical service for the PSD is required and performed by a veterinarian.

- g. When the PSD team makes an apprehension or locates evidence/fruits of a crime, the handler will submit an officer's report.
 - h. If a PSD Handler is assigned as the primary investigating unit or on-views a crime, he/she will then be responsible for completing all the reports normally called for as though it were being done by a regular patrol unit.
- 4. Restrictions: Lakewood Police Department PSDs will generally not be used for the following:
 - a. Searching for animals;
 - b. For crowd and/or riot control;
 - c. Apprehension of mentally disturbed persons when no crime is involved;
 - d. Searching for lost persons;
 - e. Stud services, unless approved by the Chief of Police;
 - f. In circumstances which might discredit the police department;
 - g. In areas containing known hazardous materials that could harm the PSD.
- 5. PSD Bite Procedures: In every situation where the PSD bites, grabs, or makes physical contact with anyone, the following procedure will be adhered to:
 - a. Offer medical treatment to that person.
 - b. Take a color photograph of the affected area (even if an injury is not apparent) after the subject has received first aid from EMS personnel.
 - c. If the person is a juvenile, notify the parent or guardian.
 - d. If the person involved refuses examination or medical treatment, the refusal must be documented by a paramedic or other healthcare professional.
 - e. In all cases of visible (evident) injury, all subjects should be treated at a hospital.
 - f. Generate a written report to the PSD unit supervisor describing the circumstances of the incident and the injuries observed.
- 6. Handling the PSD:
 - a. Commissioned officers are authorized to operate a PSD vehicle and its equipment under the direction of the PSD handler. Under no circumstances shall any person other than the handler be allowed to handle the PSD unless:
 - That person is directed to do so by the PSD unit supervisor.
 - The handler is injured and/or unable to command the PSD and there is an immediate need for the PSD to be controlled.
 - While on duty the PSD must always be under the PSD handler's direct or immediate control as follows: Under control by voice command, On a leash, Contained in a police vehicle.
- 7. Care of the PSD:
 - a. Lakewood Police Department PSD handlers, except with specific knowledge and approval of the K9 Unit Sergeant, are to care for their assigned police PSD as follows:
 - Feed only approved food. Feedings should occur at a time that allows sufficient time for proper digestion prior to going on duty. Generally a PSD team will not be available for callout or applications within one hour of feeding.
 - Report immediately any indication the PSD may have a medical or behavioral concern or is otherwise acting unusually to the PSD Sergeant.
 - Keep the PSD's home and kennel clean and sanitary at all times.
 - Thoroughly and regularly groom the PSD.
 - Maintain thorough medical/immunization records through the assigned veterinarian.

8. Use and Care of Equipment:

- a. Lakewood Police Department PSD handlers and PSD vehicles will be equipped essentially the same as any other patrol officer and patrol vehicle. In addition to the normal equipment, A PSD Officer will keep specialized supplies for the care and training of his or her PSD partner. PSD Officers will be provided time on-duty to care for and groom their PSD partners and clean their living areas and car containers. Time provided will be 1 hour on each day worked, ½ hour on each day off. Because PSD Teams are provided time each working day to clean and maintain their PSD partners and vehicles, it is expected that both will be kept relatively clean and odor free. All equipment must be maintained in good working order. If equipment becomes unserviceable an immediate replacement should be acquired.

9. Narcotic Detection Supplies (84.1.4)

- a. In order to maintain the skills of the drug detector PSD and handler, actual controlled substances are used in training. The chief will designate a narcotics K9 handler as the Training Aid Custodian. The Training Aid Custodian is responsible for the control, security and inventory of all controlled substances issued to the handler. The handler will store the aids securely in a safe, car trunk locker or locked office. When off-duty, a secure storage locker is available in the limited access, secure K9 office. When not needed, materials drawn for training will be immediately returned. Only the handler and Assistant Chief will have the key to the storage locker.
- b. The Training Aid Custodian will return the training aids to the evidence technician for replacement or destruction as needed. The evidence technician is responsible for maintaining a log identifying the substance issued to the Training Aid Custodian, including weight upon issuance and return, date of issue and return, and type of controlled substance. The evidence technician's log also contains copies of any reports documenting loss or destruction of any issued substances.
- c. The following controlled substances are authorized for training:

Cocaine 225 grams	Crack Cocaine 100 grams
Heroin 100 grams	Methamphetamine 225 grams
Marijuana 200 grams	

These are maximums - less may be issued.
- d. The CIU Lieutenant will perform unannounced audits of the controlled substance training aids as needed.
- e. Packaging of the training aids should be consistent with that found in the field. To avoid contamination of the packaging with the scent of the handler, gloves should be used to package the substances. The substances should also be packaged and stored in containers selected by the handler to avoid cross contamination of the various substances.

10. Loss of Substance Training Aids

- a. In the event that controlled substance training aids are lost, damaged, or destroyed while in the custody of the handler, the handler will summon the Lakewood Police Department on-duty supervisor to the scene of the incident to investigate the circumstances and to document it in a case report as soon as practicable, and in any event, no later than the end of the duty shift.
- b. Should the location of loss be further than 15 miles from the City of Lakewood, the on-duty supervisor may either respond to the incident or request the appropriate local agency's supervisor to investigate the incident. The supervisor will include a written report or witness statement from the other agency's supervisor and forward it to the Patrol Operations Unit Lieutenant.

- c. Beyond reporting the nature and circumstances of the loss, the investigating supervisor normally documents the repackaging of the recovered training aid, and witnesses, when practical, the weighing of the substance. When on-site weighing is impossible, the supervisor initials the packaging of the substances documenting the manner of packaging labeling and chain of custody.
 - d. When investigated by an outside authority, Lakewood Police Department's on-duty supervisor will direct/request the above procedures are followed by the investigating supervisor.
11. Marking of PSD Vehicles: PSD vehicles will be marked "K-9" and have warning notices posted on the vehicles directing the public to avoid contact with the PSD.

41.2 OPERATIONS

PHILOSOPHY: The provisions of patrol services require officers and CSO's to be prepared to resolve a vast variety of problems. Lakewood Police Department employees are trusted to exercise their powers and discretion in a problem-solving manner while meeting the expectations of the community. As the community better defines the expectations through legislation and feedback from community based partnerships, it is the Lakewood Police Department's responsibility to create practices that conform to those expectations. The principles and practices provided in this section are intended to assist employees in making difficult decisions and improve the quality of service delivery.

41.2.1 Operations of Police Vehicles

Definitions:

- A. Fully Marked Police Vehicle: A fully marked police vehicle is equipped with clearly identifiable Lakewood Police graphics, an audible siren and readily visible emergency lights. These vehicles may engage in all authorized emergency vehicle operations and responses.
- B. Limited Response Emergency Vehicle: The following vehicles have limited emergency use:
 - 1. Police Motorcycles: Police motorcycles may not engage in pursuits or conduct priority responses except in cases where exigent circumstances justify the increased risk to the public and the operator.
 - 2. Auxiliary Police Vehicles: Vehicles such as crime scene and CSO vehicles are not to be used to respond to calls for service in an emergency fashion. Any emergency lighting equipment associated with the above vehicles should only be used in specific limited capacity, e.g., traffic control.
 - 3. Unmarked Vehicles: Only unmarked vehicles equipped with emergency lights and sirens are authorized to be used in an emergency (priority) response. Only fully commissioned officers may drive unmarked vehicles as a part of his/her daily routine when the vehicle is the type of vehicle being driven by enforcement personnel.

Principle: RCW 46.61.035 and 46.37.190 govern the use of emergency vehicles and emergency equipment. Under these laws a police officer is not relieved of the responsibility to exercise due regard for the safety of all persons using the roadway. The speed of the police vehicle and its method of operation shall be reasonable and prudent. The police officer must be cognizant of external factors such as weather, temporal influences, visibility, road conditions, traffic conditions, multiple officers responding, following other responding officers, and the type of area in which the response is occurring.

Practices: The below described modes of response will be used:

- A. Routine Response: A routine response consists of operating the patrol vehicle in adherence to all traffic regulations and speed limits. The use of emergency lights and siren during a routine response is not authorized. Officers will respond without delay to routine calls for service. Except under the most

extraordinary circumstances or when otherwise directed, no officer shall fail to answer any call for service directed to him/her.

- B. Priority Response:** Is defined as responding to a call for police services with the continuous use of emergency equipment (lights and siren) while operating the police vehicle contrary to traffic regulations. Only sworn police officers may operate vehicles in priority response mode.
1. When Priority Response is Authorized: Police officers are authorized to respond in a priority mode to the following incidents:
 - a. Officer needs assistance – i.e. Priority Backup request.
 - b. Calls for service involving seriously injured persons or the imminent threat to life or serious bodily injury.
 - c. Traffic collisions, other than those known to be non-injury and non-blocking.
 - d. When directed by a supervisor to respond priority.
 - e. Crimes in progress.
 - f. Other circumstances in which the officer can reasonably articulate the need for a priority response.
 2. Vehicle Operation while in Priority Response mode:
 - a. When entering intersections against traffic control devices, police officers will decrease speed to a level to ensure the intersection is clear and all drivers are yielding the right of way.
 - b. During a priority response, emergency lights and siren (if the tactical situation allows) shall be activated at all times when operating the police vehicle contrary to traffic laws. The police officer must remain cognizant of his/her personal safety and the safety of the general public.
 - c. When responding in a priority mode spotlights shall not be directed at the windshields or vision of oncoming traffic
 - d. When circumstances no longer require a priority response, police officers shall deactivate their emergency lights and siren at the earliest practicable time. When emergency warning devices are deactivated, the officer may continue his/her response in a routine manner.
 - e. Emergency warning devices may be deactivated at a distance from the scene (at the discretion of the vehicle operator) so as to not alert suspects in criminal incidents to the proximity of the officer. The police officer shall continue his/her response in routine mode.
 - f. Officers operating their vehicles in priority mode shall not travel in the center turn lane or striped median of the roadway, except as is necessary to pass traffic that fails to yield. If an officer does use the center turn lane or striped median to pass, the officer shall return their vehicle to the through lane as soon as it is possible to do so safely.
 3. Police officers are not compelled to continue a priority response when conditions place the safety of the officer or others in extreme jeopardy. Conditions that must be continuously evaluated are:
 - a. The capabilities of the officer to control the operation of the patrol vehicle
 - b. Vehicle speed in relation to road and weather conditions
 - c. The degree of emergency, urgency, or threat to others
 - d. The driver's unfamiliarity with the area

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- C. Emergency escorts of civilian vehicles: Not permitted. Refer to Standard 61.3.3
 - D. Supervisory Responsibility: Supervisors have the authority and responsibility to increase or decrease the classification of response of any individual officer or all responding officers.
 - E. Transporting Passengers
 - 1. Employees shall not transport persons or materials in Department vehicles except in an emergency, as directed by their supervisor, as necessary in performance of their duties, or as otherwise permitted in this section.
 - 2. Employees of other Federal, State, County, or Municipal law enforcement agencies are permitted passengers in City of Lakewood Police Department vehicles. They shall not operate Department vehicles except in an emergency.
 - 3. Officers shall not transport any civilian passenger except under the following conditions:
 - a. Approved ride-along;
 - b. Witnesses, crime victims, or others as part of an investigation of a crime, traffic accident, or stranded motorists, including informants;
 - c. Officer's children to and from day-care/school while the officer is en route to and from work
 - 1. The route shall not be significantly longer than the employee's normal route to and from their place of work
 - 2. Approved child safety seats/restraints shall be used and shall be removed from the vehicle during the normal course of work
 - 3. The responsibility for the safety of passengers rests solely with the officer operating the vehicle.
 - 4. Supervisors shall not grant approval for transport requests in non-emergency or routine cases when other means of transportation are available, and the transport is not related to police duties. For official functions where use of a City vehicle is authorized, employees may transport passengers as necessary.
 - F. Off Duty Employment
 - 1. Department vehicles may, with the approval of the Chief of Police or designee, be used in police related off-duty employment when a benefit to the City of Lakewood is clearly demonstrated. Such approval must be obtained prior to the use of any Department vehicle for off duty employment. See Chapter 22.
 - 2. Lakewood Police Department operational needs and availability of vehicles will, in all circumstances, take precedence over the use of any Department vehicle requested for off-duty employment.
 - G. Care and Maintenance of Lakewood Police Department Vehicles
 - 1. Department vehicles shall be properly maintained and kept in good working condition.
 - 2. Employees using Lakewood Police Department vehicles are responsible for the following:
 - a. Checking vehicles for proper equipment and exterior/interior damage prior to the beginning of their shift;
 - b. Reporting damage to a supervisor as soon as reasonably possible and completing any required forms to ensure repairs or replacements;

- c. Replacing supplies maintained in the vehicles at the end of the shift;
- d. Any other responsibility as required by MOS.

- 3. Major deficiencies shall be brought to the attention of supervisors and the Fleet Coordinator to ensure that the vehicle is not used again until corrective action is taken for safe and efficient operation.

H. Vehicles Damaged, in Need of Maintenance, or Cleaning

- 1. When a vehicle is found to be inoperable, defective, damaged, or in need of cleaning, the condition will be reported via e-mails to the supervisor and Fleet Coordinator.

I. Assignment of Vehicles

- 1. Assigned vehicles are City of Lakewood Police Department vehicles which have been assigned to specific employees. A vehicle is assigned to enhance the Department's Community Oriented Policing philosophy, enhance police response, and improve efficiency.
- 2. The operation of an assigned vehicle shall be restricted to Pierce County or within thirty (30) miles from the city limits of Lakewood.
- 3. Department employees may be considered for assignment of a Department vehicle according to the following priorities: Special Assignment, seniority. The overall operational needs of the Department will take precedence and the issuing of a vehicle will depend on the number of vehicles available.
- 4. In the interest of extending vehicle life, vehicle rotation between employees may be necessary.

J. Authorized Use of Assigned Vehicles

- 1. Employees shall not operate any City of Lakewood vehicle while under the influence of alcohol and/or drugs.
- 2. Employees may take an assigned vehicle to their residence, providing that they reside in Pierce County or within thirty (30) miles of driving distance from the city limits of Lakewood. Employees living outside these boundaries will park their assigned vehicle at a Lakewood Police Facility or a secure and approved site within the previously described boundaries, or reimburse the city for all milages over 30 from the city limits, at the standard rate established by the Internal Revenue Service (IRS)..
- 3. When traveling in assigned vehicles at times other than on duty, employees are not expected to respond to routine calls. However, they are expected to respond as backup to a priority or emergency call if they are in the immediate vicinity.
- 4. The assigned Department vehicle shall not be used for personal gain. However, brief stops may be made to conduct essential personal errands, which do not deviate significantly from the normal route or distance to and from work. Employees shall not make stops at or transport questionable purchases from businesses (e.g. alcohol, non-taxed cigarettes, gambling establishments, pornographic materials).
- 5. Employees shall not incur additional costs to City vehicles, nor shall they modify mechanical parts or parts visible to the public, without prior approval from the Assistant Chief. The Assistant Chief shall check with the Fleet Coordinator prior to authorizing any cost of modification.
- 6. Employees shall ensure the security of their assigned vehicle and equipment by always locking the vehicle when leaving it.
- 7. Officers operating a Department marked vehicle will have in their possession a minimum of a badge, handcuffs, portable radio, identification, and handgun to effectively perform police duties. Officers will adhere to Department dress standards.

8. The individual assignment of a Department vehicle to any City of Lakewood employee may be rescinded for violations of these procedures based on just cause.
9. Other uses of assigned vehicles include transportation to and from department-approved activities, meetings, training sites, and recruitment activities.
10. The City of Lakewood contracts with Redflex Corp. for Red Light Camera Violations and for Speeding in School Zone Vehicles. Redflex shall only process incidents which involve City and any Emergency vehicles that have emergency equipment off. Vehicles that have emergency equipment activated will be rejected by Redflex. LPD vehicles involved in a Red Light Camera Violation, with no emergency equipment activated, will have photos sent to the Traffic Sergeant for review and research. If a valid reason is found for the incident the photo will be dismissed, but if no valid reason is determined the Traffic Sergeant will then send the photo to the Officer's Sergeant for review and action.

K. Maintenance Notification for Assigned Vehicles

1. If the officer has specific concerns regarding a vehicle, those concerns should be addressed in an E-mail to the Fleet Coordinator prior to the vehicle being turned over for service.
2. Officers will remove all weapons from the assigned vehicle prior to submitting it for maintenance.
3. The Fleet Coordinator will arrange for non-routine maintenance and notify the officer when the vehicle is ready to be picked up.
4. If an officer fails to respond to the Fleet Coordinator's notification for vehicle maintenance, a supervisor will be notified.

L. Appearance and Modifications of Assigned Vehicles

1. Employees with assigned vehicles are responsible for seeing that proper care is given to the vehicle and for the performance of daily operational maintenance (e.g., fueling, checking oil, etc.).
2. Employees shall refrain from:
 - a. Making any mechanical adjustments except in extreme emergency situations;
 - b. Altering the body, general design, appearance, markings, mechanical or electrical systems;
 - c. Adding bumper stickers or altering license plates and/or frames;
 - d. Making any repairs or having repairs made to the vehicle other than at an authorized garage;
 - e. Using fuel, oil, lubricant, other liquid additives in the vehicle other than those issued at authorized motor pool fueling facilities.

- M. Assigned Vehicles Damage or Defect:** If an assigned vehicle is damaged or totally destroyed in a collision, or by other causes, the employee will be without an assigned vehicle until the repairs are completed or a replacement vehicle becomes available. Exceptions to this rule may include employees in special assignments.

N. Inspection of Assigned Vehicles

1. Lieutenants will ensure that an inspection report is completed on all assigned vehicles at least annually. This will be tracked and records maintained by the Professional Standards Section.
2. The vehicles will be inspected for cleanliness, serviceability, equipment, defects, and damage. Information on any deficiencies will be forwarded to the Fleet Coordinator or Property Supervisor for repair or correction.

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- O. Surrender of Assigned Vehicles: Assigned vehicles must remain available to the Department and shall be surrendered to a Lieutenant (or designee) upon request during an extended absence from the Department.
 - 1. Employees authorized to take a vehicle home (i.e., any City owned vehicle, marked or unmarked) shall surrender the vehicle to their supervisor upon an absence of an equivalent of 2 working weeks or more. This includes, but is not limited to, combination leave, major medical leave, military leave, and/or combinations of days off which result in an absence of 2 working weeks or more. In instances where employees know ahead of time, they will make arrangements to leave the vehicle at work on the last scheduled working day.
 - 2. Employees may be required to surrender their vehicle during a light duty assignment, suspension, or disability. Whenever possible, employees on light duty, if not already assigned an unmarked vehicle will be issued an unmarked administrative vehicle after relinquishing their assigned vehicle.
 - 3. During emergency situations, the supervisor will arrange to have the vehicle brought to the station with minimal inconvenience to the employee.
 - 4. At the determination of the unit lieutenant, exceptions to this policy may be considered on a case by case basis in the following circumstances:
 - a. A justifiable cause which benefits the Department
 - b. An employee assigned the Command Duty Officer status, upon approval of the Chief of Police.
 - 5. Employees who are initially allowed to retain their cars during leave must surrender the vehicle should a need for it arise.

41.2.2 Vehicle Pursuits

Principle: Vehicle pursuits require police officers to exercise critical and immediate judgment in balancing the dangers to the public and the officers involved created by the pursuit and those dangers presented if the pursued driver is allowed to escape apprehension. Apprehension must outweigh the safety of other motorists in terms of priority to justify a pursuit. Police officers have the legal right and duty (refer to RCW 46.61.035) to pursue a fleeing suspect, but they also have the responsibility to exercise judgment and due regard for the safety of others. Officers will be neither criticized nor disciplined when their decision is to terminate rather than continue a pursuit.

Definitions: The following definitions apply for the purpose expressed in this standard.

- A. Pursuit Driving: A vehicular attempt to apprehend the occupant(s) of a motor vehicle when the driver has been requested or signaled to stop and is resisting apprehension by maintaining or increasing the vehicle's speed or otherwise maneuvering his/her vehicle in a manner to elude the officer.
- B. Road Block: A roadblock is any method, restriction, or obstruction utilized or intended for the purpose of preventing free passage of motor vehicles in order to affect the apprehension of an actual or suspected violator in a motor vehicle.
- C. "Boxing In": The tactic of boxing in refers to placement of patrol vehicles behind, in front of, and along side the fleeing vehicle. The police vehicles, in unison, generally reduce their speed until the suspect vehicle is stopped.
- D. Serious Felony: A felony that involves an actual or threatened assault, which the officer has reasonable cause to believe, could result, or has resulted in death or serious bodily injury.
- E. Caravanning: Occurs when multiple vehicles travel in a pack. "Caravanning" of police vehicles during a pursuit situation should be avoided whenever possible for officer safety and the safety of the public.

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- F. Paralleling: Occurs when units not directly pursuing a fleeing vehicle take routes on adjacent streets. Police units directed to "parallel" the pursuit route will operate in a priority / emergency mode unless directed otherwise by a supervisor.

Practices:

- A. Significant Factors to be Considered by Employees Involved Directly or Indirectly in a Vehicular Pursuit: The following factors, along with any other pertinent factors, should be considered when determining whether any pursuit should be initiated, continued, or terminated:

1. The seriousness of the originating crime and its continuing relationship to community safety;
2. Safety of the public in the area of the pursuit;
3. Safety of the pursuing officer(s);
4. Time of day;
5. Volume of vehicular traffic;
6. Volume of pedestrian traffic;
7. Location of the pursuit;
8. Weather conditions;
9. Road conditions;
10. Familiarity of the officer and supervisor with the area of the pursuit;
11. Speeds involved;
12. Quality of radio communications between the pursuing unit(s), supervisor, and SOUTHSOUND 911 Communications;
13. The capability of the officers driving the police vehicles or safety issues and markings associated with those vehicles involved;
14. Perception of capability or recklessness of the subjects being pursued and safety issues associated with their vehicle.
15. Apparent number and age of occupants in the fleeing vehicle.

- B. Officers' Responsibilities Upon the Initiation of a Pursuit:

1. Upon initiation of a pursuit, an officer will immediately notify SOUTHSOUND 911 Communications of the pursuit and furnish all pertinent details to include:
 - a. Police unit identification;
 - b. Location, speed, and direction of travel;
 - c. Vehicle description, including license number, if known;
 - d. Road, traffic, and weather conditions;
 - e. The specific reason for the pursuit, including known laws violated; and
 - f. Number of occupants

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2. An officer or supervisor may request additional units to assist the pursuit if, after assessing the factors outlined above, it appears that the number of officers involved would be insufficient to safely arrest the suspect(s).
 - a. The initial pursuing unit shall be designated as the primary unit. That unit shall be responsible for the conduct of the pursuit unless it is unable to remain close enough to the suspect vehicle and loses visual contact, another unit takes over as the primary unit, or the pursuit is terminated.
 - b. The secondary unit should take over radio traffic and start calling the pursuit as soon as possible.
 - c. A third unit is authorized to participate in the pursuit, but should discontinue in the event of a collision occurring which involves a third party, to render aid. More than three units may participate in a pursuit with the approval of a supervisor.
 - d. Additional units should not be directly involved in pursuing the suspect vehicle. Additional units may parallel, deploy tire deflation devices, or block intersections.
 3. During the pursuit, good communication between the pursuing units, SOUTHSOUND 911 Communications, and the supervisor monitoring the pursuit is essential. The pursuing officer(s) shall:
 - a. Maintain radio contact;
 - b. Keep radio transmissions as brief as possible;
 - c. Continuously update SOUTHSOUND 911 Communications as to the location of the pursuit, direction of travel, and vehicle speeds;
 - d. If a pursuit is terminated for any reason, provide the location where the suspect vehicle was last seen, its speed, and direction of travel.
 4. Motorcycles and Vehicles Driving without Lights:
 - a. Officers shall use extreme discretion in pursuits of motorcycles and vehicles whose drivers have turned off their lights during the hours of darkness.
 - b. These pursuits are so potentially hazardous to public safety that they will be undertaken only when imminent, continuing threat to life exists from subject being pursued.
 - c. This "imminent, continuing threat" shall be independent of the driving behavior of the suspect subsequent to the officer's initiation of the pursuit.
- C. Vehicles Authorized to Pursue
1. Marked Police Vehicles: Only marked police vehicles equipped with sirens and blue/red lights shall engage in vehicular pursuits, except as provided in #2 below. Emergency lights and siren are to be in operation continuously during the duration of a vehicular pursuit.
 2. Unmarked Police Vehicles and Police Motorcycles: Police officers driving unmarked police vehicles or police motorcycles may initiate and continue in pursuits only until relieved by a marked police vehicle.
 3. Police Vehicles Containing Non-Police Passengers: Police vehicles containing victims, witnesses, suspects, prisoners, complainants, citizen riders, or any other non-police personnel will not become engaged in pursuits.

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- D. SOUTHSOUND 911 Communications Responsibilities (See SOUTHSOUND 911 Communications SOP #01.098)
- E. Supervisory Responsibilities:
1. Contact SOUTHSOUND 911 Communications and advise that he/she is monitoring the pursuit.
 2. Upon notification, the field supervisor shall assume overall control over the pursuit and, in the exercise of their discretion, may order specific units in or out of the pursuit, allow continuation of the pursuit, or order the termination of the pursuit.
- F. Termination of the Pursuit:
1. Termination of a pursuit is the responsibility of the pursuing officer(s) and the field supervisor if one of the following conditions exists:
 - a. The danger to the pursuing officer(s) or the public outweighs the necessity for immediate apprehension of the suspect;
 - b. The suspect's identity is established to the point where later apprehension is probable, and where there is no immediate threat, other than the pursuit itself, to the safety of the public or officers;
 - c. The prevailing traffic, roadway, or environmental conditions indicate the futility of continued pursuit;
 - d. The pursued vehicle's location is no longer known.
 - e. Emergency equipment malfunctions or mechanical issues arise which increases the risk to the public or officers.
 2. Upon the termination of a pursuit, officers involved shall turn off all emergency equipment, notify dispatch of their location, and obey all the rules of the road. Officers may proceed, at normal speeds, in the likely direction of the suspect vehicle.
- G. Inter-jurisdictional Pursuits: Lakewood Police Officers shall adhere to the following guidelines for pursuits leaving Lakewood, or outside agency pursuits entering Lakewood. All procedures pertaining to pursuits within the City of Lakewood are applicable to Lakewood Police Officers assisting in inter-jurisdictional pursuits.
1. Inter-jurisdictional Pursuits Initiated by Other Agencies:
 - a. Lakewood Police Officers may assist another agency when a pursuit initiated by that agency enters the City of Lakewood. It shall be the duty of the field supervisor to determine the reason for the pursuit, what assistance is to be rendered, and make assignments accordingly. Assistance may be limited to the deployment of spike strips or the clearing of intersections to help warn citizens. Lakewood officers may not assist in pursuits by other agencies in situations in which the pursuit, if originated in Lakewood, would contradict Department policy.
 - b. Advisement by another agency that its officers are pursuing a vehicle into the City of Lakewood is not, in itself, a request for assistance.
 - c. Lakewood Police Officers will not continue pursuits outside of the City of Lakewood when the pursuit was initiated by another jurisdiction, unless directed by the field supervisor (i.e. lack of backup for the unit from the outside jurisdiction).
 - d. Lakewood Police Officers will not take over pursuits by another agency unless specifically requested to and the supervisor approves the request.

- e. Anytime a pursuit initiated by an outside agency enters the City of Lakewood and is subsequently terminated by that agency, any officers from this department who had joined the pursuit will immediately terminate as well, unless directed to continue by the field supervisor.

2. Inter-jurisdictional Pursuits Initiated by Lakewood Police Officers:

- a. When Lakewood Police Officers pursue a vehicle into other jurisdictions, the dispatcher will notify the respective jurisdiction.
- b. Lakewood Police Officers pursuing vehicles into another jurisdiction shall maintain authority and responsibility for the pursuit, unless the Lakewood Police supervisor requests the appropriate jurisdiction to take over the pursuit.
- c. When Lakewood police units continue a pursuit into another jurisdiction, responsibility for their continued involvement rests with the Lakewood supervisor.
- d. Notification of a pursuit is not necessarily a request for assistance. Requesting assistance is not necessarily a request for the jurisdiction being entered to take over the pursuit. A request for assistance must specify what assistance is desired.
- e. If a Lakewood Police supervisor terminates a pursuit that enters another jurisdiction, the dispatcher shall immediately notify the respective jurisdiction of such decision.
- f. When deciding whether or not to continue pursuit outside the city, personnel must also consider that their primary responsibility is to the citizens of Lakewood, and that they cannot be left unprotected. The field supervisor may be required to limit the number of units involved in the pursuit once sufficient support is obtained from the outside agency.

H. Post Pursuit Requirements:

- 1. Administrative Pursuit Report: The initiating officer will complete a Pursuit Review report, attach a copy of the general report and CAD, and submit it to the field supervisor who monitored the pursuit. That supervisor will ensure the attachments are included and forward the report up the chain.
 - a. There shall be an administrative review of all pursuits.
- 2. Turnout Critique: The monitoring supervisor will conduct a pursuit critique at the next available turnout with all personnel involved in the pursuit for training purposes.

- I. Pursuit Analysis: The Professional Standards Section submits an annual report to the Chief of Police reviewing the results of the year's Pursuit Review reports.

41.2.3 Pursuit Tactics

- A. Tire Deflation Devices: "Stop Sticks" may be used at the discretion of the individual officer(s) and only if trained in their use. When deploying spike strips, the following precautions should be considered:
 - 1. The operator deploying the spike strips should do so from a position of safety. If possible, the patrol vehicle should be positioned between the Officer and the suspect vehicle.
 - 2. The spike strip should not be used in locations where specific geographic configurations increase the risk of serious injuries to the operator, violator, or the public (i.e. alongside bridges, embankments, etc).

3. If a spike strip is to be deployed on a two-way roadway, all efforts should be taken to stop oncoming traffic some distance from the actual deployment site.
4. As the fleeing vehicle approaches, the officer should pull the spike strip onto the roadway surface and let go of the device to prevent injury if the spike strip is caught-up or "grabbed" by the suspect vehicle.
5. When nearing the spike strip, the pursuing officer(s) and the officer(s) deploying the device must maintain communication. The pursuing officer(s) should back off to allow the device to be cleared from the roadway.
6. The use of a spike strip on a fleeing motorcycle is considered deadly force and generally should not be done. Spike strips may be used to stop a fleeing motorcycle only when deadly force is reasonable.
7. Every effort should be made to avoid uninvolved motorists running over the spike strip. If an uninvolved motorist does run over the spike strip, the driver should be contacted as soon as possible and advised how to file a claim for damages with the City.
8. If the deployment of the spike strip causes a property damage collision (other than damage to tires and wheels) or injury collision, a collision investigation shall be conducted.

B. Pursuit Immobilization Technique (PIT):

1. The Pursuit Immobilization Technique (PIT) is a method to reduce risks in bringing pursuits to a conclusion. PIT is a forced rotational vehicle stop of a noncompliant suspect in an effort to end the suspect's flight.
2. PIT maneuvers under 40 MPH may be executed at the discretion of a pursuing officer. If executed at less than 40 MPH, PIT may be used under the following conditions:
 - a. PIT shall be used only to apprehend felony offenders whose actions indicate a disregard for the safety of the officer(s) or of the public, or those who fail to yield after the officer reasonably believes that the offender is aware of the officer's presence and the officer's signals to stop.
 - b. Eluding may be the only felony present precipitating the need for PIT maneuvers.
 - c. The PIT can be executed in a manner that does not unreasonably endanger uninvolved motorists and other third parties.
3. PIT maneuvers executed at 40 MPH or higher are considered to be a use of force. In these instances, PIT may be used when the totality of the circumstances require immediate intervention to stop a fleeing suspect's vehicle due to the danger the suspect poses to officers and/or the public if not apprehended. Supervisor approval is required.
4. Officers are not authorized to execute PIT maneuvers until successful completion of the Department PIT training program.

C. Roadblocks

1. Roadblocks are to be considered deadly force, and therefore require factors sufficient to support the use of deadly force, only if so configured:
 - a. The roadblock is set up in such a manner that the driver does not have the ability to perceive that the road is blocked and cannot stop.
 - b. The roadblock is set up in such a manner that lights are shined into the driver's eyes, preventing him from recognizing the fact that the road is blocked.

2. A supervisor may authorize a roadblock.
 3. The authorizing supervisor shall be on-scene and supervise the roadblock, ensuring it meets the standards based on the totality of the circumstances known to the supervisor at the time.
 4. Because of the extreme hazard and risk of injury to the employee, a rolling roadblock, or "boxing in" of the suspect vehicle, is not recommended as a method of stopping a fleeing vehicle.
- D. Ramming of a Vehicle:
1. Ramming is the intentional act of driving a police vehicle into another vehicle in an attempt to stop or alter the course of the other vehicle.
 2. Ramming of a vehicle is to be considered the use of potentially deadly force and an officer may only use such force when the use of deadly force is reasonable and necessary.

41.2.4 Notification Practice:

Principle: Often the functions of Lakewood Police Department members are interdependent on other agencies and city departments. In order to facilitate the cooperation between other agencies and/or city departments, the following practices apply.

Practices:

- A. Medical Examiner: Whenever a police officer is investigating a death, the Pierce County Medical Examiners Officer will be notified. The following practices shall be followed during death investigations.
1. Non-Suspicious Unattended Deaths: If the officer has reason to believe the victim was recently under the care of a physician, the officer will attempt to obtain the name of that physician and then notify the Medical Examiner's Office. Once the physician has been contacted, the Medical Examiner may issue a release (NJA) number to the officer and select not to respond to the scene. The officer will complete a thorough report regarding the circumstances of the death and ensure photographs are taken.
 2. Suspicious/Unattended Deaths and Homicides: The primary officer in these death cases will request the supervisor respond to the scene and that the Criminal Investigations Unit (CIU) be notified per Standard 42.1.1. The Medical Examiner's Office should be notified as soon as possible, but will not be requested to respond until a CIU representative can be contacted so that a coordinated investigation may occur.
 3. Officers will respond to all child/juvenile death scenes and will document in detail the death scene. The CIU will also be called out to all child/juvenile death scenes to investigate the nature of the child's death, especially those wherein the cause of death is not immediately apparent.
- B. Street/Public Works Departments: Refer to Chapter 61 regarding instances when the Public Works Department would be notified.
- C. Public Utilities: Officers should immediately notify SOUTHSOUND 911 Communications when a situation is brought to their attention that presents a potential or actual safety hazard to a person(s) or property and is the responsibility of a public utility company. The dispatcher will then notify the appropriate public utility.
- D. Media Notification:
1. Media advisories concerning accidents, road blockages, or other situations, which might significantly affect traffic flows on state highways, should be directed to the Washington State Patrol.

2. Situations which are going to only affect local traffic flows, but are going to present a long term problem (more than a few hours) will be the responsibility of the Lakewood Police Department.
3. See also Chapter 54 regarding Public Information.

41.2.5 Missing Person Investigations

Principle: When responding to missing person cases, it is essential that each response, regardless of what the initial indicators may be, should be governed by an assumption that the person is in jeopardy until significant facts to the contrary are confirmed. Officers shall respond with the missing person's safety as their foremost concern. The purpose of this policy is to establish guidelines and responsibilities regarding the Lakewood Police Department's response to reports of missing persons. Officers should be aware that they might encounter several types of missing person cases, each with their own unique response requirements. They include:

Definitions:

- A. The non-family abduction in which a person is taken by an unknown individual, through force or persuasion, usually in furtherance of additional victimization.
- B. The family abduction in which a non-custodial family member flees with a child, usually in direct violation of a court-ordered custody arrangement.
- C. The runaway child, most often a teenager, who leaves home voluntarily for a variety of reasons.
- D. The chronic runaway is a teenager over the age of 12 who has left home voluntarily for a variety of reasons more than 2 times.
- E. The lost or otherwise missing child, who becomes separated from parents or caretakers under Circumstances not indicating the likelihood of an abduction or voluntary absence.
- F. The throwaway whose caretaker makes no effort to recover the child who has run away or who has been abandoned or deserted. While not necessarily reported to authorities as missing, children in this category frequently come to the attention of law enforcement.
- G. The term missing adult refers to a person who is:
 1. At least 18 years of age and
 2. Whose whereabouts are contrary to their normal patterns of behavior and may be due to one or more unusual circumstances
- H. The term missing child refers to a person who is:
 1. Younger than 18 years of age and
 2. Whose whereabouts are unknown to his or her parent, guardian, or responsible party.
- I. For the purposes of this policy, the term, missing person refers collectively to both missing adults and children
- J. A missing person will be considered "at-risk" when one or more of the unusual circumstances are present.
- K. The term "unusual circumstances" refers to:
 1. A missing child who is 12 years of age or younger.

- or -

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2. A missing adult or child who is believed to be one or more of the items noted below.
 - a. Out of the zone of safety for his or her age, developmental stage, and/or physical condition. The zone of safety will vary depending on the age of the child and his or her developmental stage. In the case of an infant, for example, the zone of safety will include the immediate presence of an adult custodian or the crib, stroller, or carriage in which the infant was placed. For a school-aged child the zone of safety might be the immediate neighborhood or the route taken between home and school. In the case of an elderly person of diminished physical and/or mental health, the zone of safety might include the close proximity and availability of a caregiver familiar with that individual's condition and needs.
 - b. Mentally diminished. If the person is developmentally disabled or emotionally disturbed, he or she may have difficulty communicating with others about needs, identity, or address. The disability places the missing person in danger of exploitation or other harm.
 - c. Drug dependent, including both prescription and illicit substances. Any drug dependency puts the missing adult (Officer's option of entering as missing, consider all facts related to the incident) or child substantially at risk. The diabetic or epileptic child requires regular medication or his or her condition may become critical.
 - d. A potential victim of foul play or sexual exploitation. Significant risk to the person can be assumed if investigation indicates a possible abduction, violence at the scene of abduction, or signs of sexual abuse.
 - e. In a life-threatening situation. The environment in which the person is missing may be particularly hazardous. Examples of a dangerous environment could be a busy highway for a toddler, an all-night truck stop for a teenager, or an outdoor environment in inclement weather for a child of any age or missing elderly person.
 - f. Absent from home for more than 24 hours before being reported to law enforcement as missing. While some parents may incorrectly assume that 24 hours must pass before law enforcement will accept a missing-person case, a delay in reporting might also indicate the existence of neglect or abuse within the family.
 - g. Believed to be with others who could endanger his or her welfare. A missing adult or child in such circumstances is in danger not only of sexual exploitation, but also of involvement in criminal activity such as burglary, shoplifting, and robbery.
 - h. Is absent under circumstances inconsistent with established patterns of behavior. Most children and adults have an established routine that is reasonably predictable. A significant, unexplained, deviation from that routine increases the probability of risk to the person.
 3. Whose disappearance involves circumstances that would cause a reasonable person to conclude that the person should be considered at risk.
- L. Actions upon determination of unusual circumstances:
1. If it is determined that unusual circumstances are involved in the report of a missing adult or child, the person will be considered at risk, and an expanded investigation, including the use of all appropriate resources, will immediately commence. While all missing-child incidents should be thoroughly investigated, those involving unusual circumstances indicate a heightened likelihood of risk to the child and, therefore, require an intensive response.
 2. If appropriate, existing interagency response protocols — including the AMBER Alert system and/or other immediate community notification methods, if available — should be activated. Pre-planned strategies for responding to missing-child reports are essential for successful case resolution. By

identifying all the services and resources a region has available to search for missing children, multi-agency agreements can be reached beforehand and promptly activated when the need arises.

Practices:

- A. It shall be the policy of the Lakewood Police Department to thoroughly investigate all reports of missing persons. Additionally this agency holds that every child, under 12, reported as missing will be considered "at risk" until significant information to the contrary is confirmed.
- B. The Lakewood Police Department recognizes that the ultimate success of the missing person investigation is greatly enhanced by a timely response by the initial responding units. Generally, the investigation should begin within two hours of the discovery that the person is, in fact, missing.
- C. Jurisdictional conflicts are to be avoided when a person is reported missing; this is of particular importance when the missing person is a minor. If a missing person either resides in, or was last seen in this jurisdiction, the Lakewood Police Department will immediately initiate the required reporting process. If a person resides in this jurisdiction and was last seen in another jurisdiction, but the law-enforcement agency covering that jurisdiction chooses not to take a missing person report, the Lakewood Police Department will assume reporting and investigative responsibility.
- D. Questions concerning parental custody occasionally arise in relation to missing-child reports. It shall be the policy of the Lakewood Police Department to accept the report of a missing child even if custody has not been formally established. Reporting parties shall be encouraged to obtain legal custody as soon as possible; however, since the safety of the missing child(ren) is paramount, members of the Lakewood Police Department will open a case when it can be shown that the child has been removed, without explanation, from his or her usual place of residence.

Procedures:

- A. The initial officer or first responder assigned to the report of a missing person shall:
 - 1. Respond, in a prompt manner, to the scene of the report.
 - 2. Interview the parent(s) or person who made the initial report
 - 3. Obtain a description of the missing person including photograph(s) and videotapes.
 - 4. Verify that the person is in fact missing. Note: A search of the home should be conducted even if the missing child was last seen elsewhere and even if the reporting party has already done so.
 - 5. All reports of a runaway/missing child under the age of 12 will be responded to in person by Officers and investigated using the missing person policy and checklist. The on-call detective/investigator shall be called out if any evidence of abduction, violence, or sexual abuse is present, or for all missing children under 12 years of age.
 - 6. If the child is 13-17 years of age and a chronic runaway SOUTHSOUND 911 dispatch will take the report via telephone.
 - 7. If applicable, confirm the child's custody status. Ascertain whether a dispute over the child's custody might have played a role in the disappearance. Questions regarding whether the reporting party has full legal custody, if the non-custodial parent has been contesting custody, or if the missing child expressed a wish to live with the other parent.
 - 8. Identify the circumstances of the disappearance. Ascertain whether the circumstances surrounding the person's disappearance are such that a heightened level of response is warranted. If "unusual circumstances" exist, as defined in Paragraph C of Section III, then the decision to employ additional

response methods is clear. In other situations where the circumstances are not clear, officers should keep the missing person's safety in mind and act accordingly.

9. Determine when, where, and who last saw the missing person.
10. Interview the individual(s) who last had contact with the missing person. Effective questioning of those individuals who last saw or spoke with a missing child is crucial in the case-assessment process. While seeking information about the child's appearance, demeanor, and actions, officers should also be alert to contradictions or evasiveness by the witness, especially if these statements cannot be readily substantiated.
11. Identify the missing person's zone of safety for his or her age, developmental stage, physical and mental state. Attempt to determine how far a missing child could travel from the location where last seen before he or she would most likely be at risk of injury or exploitation. This perimeter should, under many circumstances, define the first search zone.
12. Make an initial determination of the type of incident. By employing all available assessment tools (i.e., completion of the missing person checklist; interviews with parents, other family members, and friends; statements of witnesses; and search of scene) an officer should be able to reach a preliminary determination regarding the type of case and the need for additional resources.
13. Obtain a description of the suspected abductor(s) and other pertinent information. In the case of a suspected family abduction, the reporting party may have photographs of the abductor or other valuable information.
14. Evaluate whether circumstances of the child's disappearance meet existing AMBER Alert and/or other immediate community notification protocols. Discuss plan activation with supervisor.
15. Determine the correct NCIC Missing Person File category and ensure that a notification is promptly transmitted. There are 6 categories within the Missing Person File. They are disability, endangered, involuntary, juvenile, catastrophe and other. Simply because a child is younger than 18 does not require that the juvenile category be used. The circumstances of the disappearance should govern category selection. Note: NCIC suggests that family and non-family abductions be entered in the involuntary category. Runaways are most commonly entered in the juvenile category unless unusual circumstances exist.
16. Provide detailed descriptive information to communications unit for broadcast updates.
17. Identify and interview everyone at the scene. The names, address, home and work telephone numbers of everyone present at the scene, along with his or her relationship to the missing person, should be recorded. If possible, include them in photographs and/or videotapes of the incident scene.
18. Conduct a thorough search of the scene. With the assistance of additional personnel, a systematic, thorough search of the incident scene should be conducted. If appropriate, officers should obtain written permission to search houses, apartments, outbuildings, vehicles, and other property that might hold information about the child's disappearance. When possible officers should also search a missing child's school locker as well as any computer or electronic messaging systems to which a child has access. Searchers should also be alert for any surveillance or security cameras in the vicinity that may have captured information about the person's disappearance.
19. Secure and safeguard the area as a potential crime scene. Take control of the immediate area where the incident occurred and establish an appropriate perimeter to avoid destruction of vital evidence. In addition to external crime scenes, the missing person's home, and particularly his or her bedroom, should be secured and protected until evidence and identification material such as hair, fingerprints, and bite marks are collected.

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20. Record if the person, especially children, has access to an online computer, cellular telephone, and/or pager. Before making an initial decision that the child has run away, an officer should determine if the child may have left to meet someone he or she encountered while online. Since predators are known to use the Internet to identify vulnerable children, what appears at first to be a runaway case, may, in fact, be a child abducted or kidnapped by someone the child first met online. Additionally, since many children have their own pagers and cellular telephones and may have them while missing, an officer should note these devices during the information-gathering process.
 21. Prepare necessary reports and complete appropriate forms.
 22. Notify Records in order to facilitate WACIC/ NCIC entry.
- B.** The supervisor assigned to the report of a missing person shall:
1. Obtain a briefing from the first responder(s) and other agency personnel at the scene. The briefing should be conducted away from family, friends, or any other individuals who may be present. Doing so will allow officers to speak freely about the events that have transpired and pass along initial impressions and opinions that might be misconstrued by others.
 2. Determine if additional personnel and resources are needed to assist in the investigation.
 - a. If the case is that of a missing child OR a determination is made that a criminal act has likely occurred, the Command Duty Officer and Criminal Investigation Unit Commander shall be notified and CIU shall take the lead investigative role in the case.
 3. Consider activation of the AMBER Alert system and/or other immediate community notification methods.
 4. Establish a command post. As a general rule the command post should be close enough to the center of activity to facilitate control and coordination, but sufficiently apart to allow a free exchange of ideas among responders. Using the victim's home as a command post is not recommended.
 5. Organize and coordinate search efforts. The decision whether to conduct a search will be the responsibility of the Command Duty Officer in consultation with the scene supervisor and possibly the Pierce County Search & Rescue (SAR) coordinator.
 6. Ensure that all required notifications have been made. Because dissemination of information is an integral part of the search for a missing child, the supervisor should ensure that all officers, other departments and agencies, and all investigative networks are supplied with accurate details.
 7. Establish a liaison with the victim family. Families of a missing person will experience extreme stress. Supervisors should establish a liaison with the victim family who can explain what investigative actions are being employed and what they can do to assist in the search.
 8. Confirm that all agency policies and procedures are observed. In addition to providing the innovative direction required during a missing person investigation, a supervisor must also ensure that the rules and regulations of a professional law-enforcement organization are adhered to.
 9. Manage media relations, this should take place in accordance with current policies of the Lakewood Police Department and City of Lakewood. It is suggested that if a significant media presence is either present or expected, the appropriate notifications should be made to the Command Duty Officer and the Public Information Officer.
- C.** The Command Duty Officer will assess the available information and be responsible for the ultimate decision whether to continue or limit the search for the missing person.
- D.** The investigator assigned to the report of a missing child shall:
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1. Obtain a briefing from agency personnel at the scene. This briefing should be conducted prior to interviews with family members of the missing person or witnesses who may have been identified during the initial stage of the case.
 2. Verify the accuracy of all descriptive information. The verification process should include all details developed during the preliminary investigation. During the interview process the investigator should be alert to facts or statements that conflict with those gathered by the first responder.
 3. Initiate a neighborhood investigation. A thorough canvass of the neighborhood should be conducted without delay. A record should also be made of all vehicles parked within the neighborhood and any other conditions that may have future investigative value. Access should also be made to the Sex Offender Registration list to determine if individuals designated as sexual predators reside, work, or are otherwise associated with the area.
 4. Obtain a brief history of recent family dynamics. Information about family dynamics, obtained from family members, neighbors, teachers, classmates, employers, coworkers, friends, and witnesses, can offer valuable insights into what may have happened to the missing person and where he or she may be found. Records of family contact maintained by law-enforcement agencies, social-service departments, schools, and other organizations should also be obtained and evaluated.
 5. Explore the basis for conflicting information. When preliminary investigative steps have been taken, investigators should "compare notes" with the first responder, fellow investigators, and other agency personnel to identify and work through conflicting information. This collaborative evaluation will provide the investigative staff with a solid foundation upon which to structure future case directions.
 6. Implement effective case management.
 7. Evaluate the need for additional resources and specialized services.
 8. Update descriptive information. If it appears that the case will not be promptly resolved, investigators should ensure that the descriptive record, especially that entered into the NCIC Missing Person File, is updated to include dental characteristics, scars, marks, tattoos, and fingerprints along with additional articles of clothing, jewelry, or unique possessions.
 9. Monitor media relations. While information gained through effective media relations is often of significant value in a missing-child case, investigators should review all notices prior to release to ensure that investigative objectives are not unintentionally compromised.
- E. An officer assigned to the report of an unidentified person, whether living or deceased, shall:
1. Enter the unidentified person's description into the NCIC Unidentified Person File.
 2. Utilize all available resources to aid in identification of the person. The National Center for Missing & Exploited Children; state missing children's clearinghouses; and other organizations, such as state medical examiners, may be of assistance in the identification.
 3. Cancel all notifications after identification is confirmed.
- F. An officer assigned to the recovery or return of a missing person shall:
1. Verify that the located person is, in fact, the reported missing person. An officer should personally verify all returns. The benefits of this practice include assessing the person's safety, gaining intelligence about possible predators, and helping to prevent future episodes.

2. Secure intervention services, if indicated. These services may include mental and/or physical health examinations and arrangements for family counseling.
 3. Notify the initial reporting person or persons of the well being, and with permission of the previously reported missing person, or responsible adult the whereabouts and contact information of the person who has been located. There may be instances where the located person does not wish their whereabouts released, in that case, it is important to respect the wishes of the individual.
 4. Arrange, in the case of a runaway or missing child from within department jurisdiction who has been located and who is not wanted on a warrant or other law violation, the return of the child to his or her legal guardian or an appropriate children's shelter. Officers should be familiar with RCW 13.32A.050.
 5. Place, in the case of a runaway from another jurisdiction or from out-of-state who has been located and for whom a warrant exists or for whom an NCIC missing person "hit" is verified, the child in custody, inform the child of the reason for such custody, and arrange for the child's return to their legal guardian or transport him or her to the appropriate facility for admission. Officers should be familiar with RCW 13.32A.060.
 6. Complete the appropriate supplemental reports and cancel all outstanding notifications. Along with cancellation of the NCIC Missing Person File entry and other notifications regarding the case, a supplemental report should be completed that describes the child's activities while missing and circumstances of the recovery/return.
- G. Missing persons Checklist: Personnel investigating missing persons are encouraged to the Missing Persons Checklist (Form PSS015) to minimize the risk of overlooking important information and investigative resources for the safe recovery of the missing person.
- H. Lakewood Amber Alert Plan
1. MISSION: The Pierce County Regional AMBER Alert Plan is a collaborative effort between Pierce County law enforcement agencies and the Puget Sound media. The goal of the plan is the safe and swift return of children, who are abducted or become missing under specific criteria, by providing accurate information to the public and gaining their assistance in locating the child.
 2. OVERVIEW: The purpose of the AMBER Alert Plan is to utilize the radio and television media, to assist the police departments in the recovery of an abducted child. The media will use the EAS (Emergency Alert System), to notify the general public of the AMBER Alert activation and request their assistance. The media will announce the description of the missing child, details of the abduction, abductor information, vehicle information, possible direction of travel and any other information deemed helpful to the investigating agency. The broadcast will advise the public to call 911 with any possible information regarding the alert.
 3. ADVISORY: The plan is not meant to dictate how a given agency investigates the report of a missing or abducted child. Each individual agency will be responsible for developing and following their own procedures for the investigation of those types of cases. The Pierce County Regional Amber Alert Plan is to be used as a standardized tool to assist area law enforcement, in the recovery of a child.
 4. CRITERIA FOR INITIATION OF AMBER PLAN: There must be enough descriptive information available regarding the victim and suspect, including vehicle involved, to believe that dissemination using EAS will assist in locating the victim, suspect, or vehicle.
 - a. Victim Criteria: (ALL MUST APPLY)
 - Victim is under 17 years of age.
 - Victim is not a voluntary runaway (previous history of runaway reports is NOT a sole factor for exclusion).

- A risk of injury or death to the victim is present, in the judgment of the reporting law enforcement agency investigator.
 - It must be reported to and investigated by a law enforcement agency.
- b. NON-QUALIFYING USES FOR AMBER ALERT PROGRAM: Based on the above criteria, the following situations would not qualify for AMBER ALERT activation:
- Missing children believed to have run away from home.
 - Missing child taken by non-custodial relative in a child custody case.
 - Lost children
 - Police searches for criminal suspects (murder, bank robber, etc.)
 - Missing elderly and Alzheimer patients.
5. IMPLEMENTATION PROCEDURES:
- a. Law Enforcement Investigator verifies possible abduction details with department supervisor and obtains supervisor approval.
- b. The Law Enforcement Investigator completes the standardized AMBER Alert Report, in addition to the required department report(s). Required information:
- Victim name (include any nicknames)
 - Victim Age
 - Victim physical description (recent photo if possible)
 - Victim clothing description
 - Victim illnesses and/or medical concerns
 - Last location seen (including date and time)
 - Any suspect information (name, description, clothing, vehicle, direction of travel, etc....)
- [Note: There must be enough descriptive information available regarding the victim and suspect, including vehicle involved, to believe that dissemination using EAS will assist in locating the victim, suspect, or vehicle.]
- c. Investigating agency faxes the AMBER Alert form to SOUTHSOUND 911. SOUTHSOUND 911 then becomes the Center for receiving information regarding the AMBER Alert.
- d. Upon notification and phone confirmation, SOUTHSOUND 911 will complete the AMBER Alert EAS and Media Notification Script using information contained in the AMBER Alert form provided by the investigating law enforcement agency. SOUTHSOUND 911 will then initiate the AMBER Alert using the EAS system (event code CAE).
- e. Following the initial EAS Alert, broadcasters will immediately interrupt normal programming with a pre-recorded AMBER Alert Signal, followed by the details contained in the AMBER Alert. Broadcasters may use the nationally recognized AMBER Alert sounder while relaying details of the incident. Broadcasters are expected to rebroadcast the information contained in the AMBER Alert 4 times an hour for the first 2 hours, reducing to 2 times an hour for the next 4 hours, then once an hour until cancelled by the initiating law enforcement agency or at the media discretion if longer than 24 hours.
- f. Citizens with information about the case provided in the AMBER Alert will be instructed to contact 911. The local 911 centers will document calls and information on the standardized AMBER Alert Tip Sheet, and forward it to the investigating jurisdiction.
- g. Updates will be phoned and/or faxed, by the agency initiating the alert, to SOUTHSOUND 911 as they become available.

- h. If the Law Enforcement Investigator requires a statewide alert, they must access the statewide alert system through WSP Pierce Call Center (see state plan).
- i. The law enforcement agency that is in charge shall monitor the effectiveness of the alert and determine the length activation is needed.

6. CANCELLATION PROCEDURE:

- a. The initiating law enforcement agency will notify SOUTHSOUND 911 if recovery is made, or alert is cancelled.
- b. Upon receiving notification from the investigating jurisdiction canceling the AMBER Alert, SOUTHSOUND 911 will initiate an administrative EAS message (using the ADR code) canceling the EAS AMBER Alert.
- c. The Media may cover any news of the abduction within its normal news guidelines, but will not compromise the alert plan with updates or information other than what they receive from the initiating law enforcement agency, via the official alert protocols.
- d. Following the recovery of the child and the completed investigation, a copy of the case will be submitted to the Review Committee, as soon as is reasonably possible, without jeopardizing the case investigation and any criminal prosecution.

7. ACTIVATION – STATEWIDE ALERT

- a. Local law enforcement agency will compile the initial information and determine if the incident meets the criteria for a local Amber Alert and/or a statewide alert.
- b. The supervisory officer will complete the Amber Alert Information Form (WSP Tip Sheet) and forward (faxed) it to the WSP Communications Center in Pierce County.
- c. WSP will verify the information to be released and notify the Washington State Emergency Management Division (EMD), Dept. of Transportation (DOT) and Washington State Patrol Access – in turn ACCESS will notify all law enforcement agencies and the seven other WSP Communications Centers in the state.
- d. EMD will be responsible for notifying media through the Emergency Alert System (EAS).
- e. DOT will utilize the roadway reader boards to provide information to the public within the limits of space and message duration. The DOT may also utilize highway advisory radio to provide the information.

8. CANCELLATION – STATEWIDE

- a. Upon locating the child, or when appropriate, the activating law enforcement agency will notify WSP Communications to cancel the Washington State Amber Alert.
- b. WSP Communications will notify the EMD to send a cancellation message and the DOT to discontinue the reader board alerts. Media outlets will receive the cancellation message through the activating law enforcement agency.

9. PIERCE COUNTY DEPARTMENT OF EMERGENCY MANAGEMENT (DEM): At the request of the local Law Enforcement lead Investigator; the DEM duty officer will do a partial activation of the EOC located at the DEM office for direction and control by the lead law enforcement agency. DEM will provide:

- a. PIO Support
- b. Volunteers to man EOC phones
- c. Any logistical support requested by lead agency

10. REVIEW COMMITTEE

- a. The review committee will be comprised of a representative from each law enforcement agency in Pierce County, one being the chair person. Additional members will include:
 - 1. One Communications Center representative
 - 2. One member of the Central Puget Sound Local Area Emergency Communications Committee
 - 3. One Emergency Management representative
- b. The review committee will receive a copy of the AMBER Alert Activation case, as soon as is reasonably possible.
- c. The committee chair will schedule a meeting of all the members.
- d. The review committee's role will be to ensure that the protocols of the activation are being followed.
- e. Upon completion of the review, the committee chair will provide a written response to the investigating agency, outlining the findings and recommendations of the committee.

**See Pierce County Amber Plan Activation Flow Chart at the end of this manual.

41.2.6 Domestic Violence Response

Principal: The Lakewood Police Department follows the intent and direction of RCW 10.99.030. When officers respond to, or on-view, domestic violence situations they will enforce the laws allegedly violated and protect victims or complaining parties.

Practices:

A. Initial Response:

- 1. Once safe to proceed, officers will determine if probable cause that a crime has been committed exists.
- 2. Officers shall determine if the involved parties meet the definition of a family or household members as defined in RCW 10.99.020.
- 3. Officers shall exercise arrest powers when appropriate.
- 4. Officers shall provide information that explains their rights as well as resources available to them.
- 5. If a crime occurred, and the parties meet the definition of a family or household member, a report shall be written, regardless of an arrest or not.
- 6. In addition to a general report, officers shall complete a Domestic Violence Supplemental form, obtain handwritten statements from victims and witnesses, obtain a medical release waiver, and should take photographs of any visible injuries or damaged property.

7. If officers are not able to establish probable cause that a crime occurred, the incident may be documented via MDC notes.

B. Follow Up:

1. The Special Assault Section (SAU) generally conducts all follow up investigations on reports of domestic violence. The SAU supervisor is responsible for reviewing cases to establish if they should be assigned for follow up or forwarded to the appropriate prosecutor's office.

41.2.7 Responding To Persons With Mental Illness

Principle: People with mental illnesses function in day-to-day life, often going without being noticed. The continued development of psychotropic medications has allowed many to be freed from some or all of the symptoms of mental illnesses. However, when a mental illness has gone undiagnosed or untreated, often law enforcement professionals become the first responder to people suffering a mental crisis or episode. This standard is intended to provide officers with guidelines to allow them to recognize and give appropriate service to individuals in these situations.

Practices:

- A. Mental Illness Recognition:** Listed below are some of the symptoms for the mental illnesses that law enforcement officer most frequently confront in a first responder role. This information was gathered from the National Institute of Mental Health
1. **Panic Disorder:** People with panic disorder have feelings of terror that strike suddenly and repeatedly with no warning. Common physical symptoms are feeling sweaty, weak, faint, dizzy, tingling or numbness in the hands, feeling flushed or chilled, nausea, chest pains, or a smothering sensation. Panic attacks generally peak within 10 minutes, but may last much longer.
 2. **Obsessive-Compulsive Disorder (OCD):** People with OCD experience anxious thoughts or rituals that feel that they can't control. The disturbing thoughts or images are called obsessions, and the rituals that are performed to try to prevent or get ride of them are called compulsions. There is no pleasure in carrying out the rituals, people are only trying to get temporary relief from the anxiety that grows if the don't perform them.
 3. **Post-Traumatic Stress Disorder (PTSD):** PTSD is a debilitating condition that can develop following a terrifying event. People with PTSD often experience nightmares and disturbing recollections during the day. They may also experience sleep problems, feel numb or detached, be easily startled, or feel irritable.
 4. **Bipolar Disorder:** People with Bipolar Disorder experience dramatic mood swings called episodes of mania and depression.
 5. **Symptoms of Mania:** Increased energy, activity and restlessness; Excessively euphoric mood; Extreme irritability; Racing thoughts; Little sleep needed; Poor judgment; Spending sprees; Provocative, intrusive, or aggressive behavior; and Abuse of drugs and/or alcohol.
 6. **Symptoms of Depression:** Lasting sad, anxious, or empty mood; Feelings of hopelessness or pessimism; Decreased energy, a feeling of fatigue; Difficulty concentrating, remembering, or making decision; Sleeping too much or unable to sleep; Unintended weight loss or gain; Chronic pain or other persistent bodily symptoms that are not caused by physical illness or injury; and Thoughts of suicide.
 7. **Schizophrenia:** People with schizophrenia often suffer symptoms that include; distorted perceptions of reality, hallucinations and illusions, delusions, disordered thinking, neglect of basic hygiene, and a "blunted" emotional expression.

8. Psychosis: This is a severe or acute psychotic condition that leads to hallucinations and/or delusions. Psychosis may be a symptom of Bipolar Disorder or Schizophrenia.
9. Excited Delirium: This condition is most often associated with substance abuse or mental illness. In almost every case, police are called because a subject is behaving in a bizarre fashion and is unresponsive to verbal direction. As police move to take custody of the individual a violent struggle ensues and police use some form of restraint to try and maintain control. Individuals struggle against the restraints and then lapse into tranquility. When checked, they have been found not to be breathing and efforts at resuscitation are futile. Common behaviors related to Excited Delirium include:
 - Unbelievable strength and endurance
 - Imperviousness to pain
 - Ability to offer effective resistance against multiple officers
 - Removal of clothing, or subject presents partially clothed or naked
 - Bizarre and violent behavior
 - Aggression
 - Hyperactivity
 - Extreme Paranoia
 - Incoherent shouting
 - Grunting or animal-like sounds while struggling with officers

The following characteristics may also be present:

- Perspiration, victims are often described as drenched in sweat. (Occasionally the subject will not be sweating at all. This is usually due to a documented side-effect with certain prescribed mental health medications.)
- Foaming at the mouth
- Drooling
- Dilated pupils

- B. Available Community Mental Health Resources: Officers receive information about available community mental health resources during the mandated refresher training discussed in Section E of this section.
- C. Dealing with the Mentally Ill: The Police Executive Research Forum provided the information below.
 1. General Approach and Interaction: In general officer should use the following practices when interacting with people who have a mental illness.
 - Remain calm and avoid overreacting
 - Be helpful and professional
 - Follow procedures indicated on medical alert bracelets or necklaces
 - Indicate a willingness to understand and help
 - Speak simply and briefly, and move slowly
 - Remove distractions, upsetting influences and disruptive people
 - Be aware that the uniform and equipment may frighten the person
 - Recognize that the a delusional or hallucinatory experience is real to the person
 - Announce actions before initiating them (exception may be when taking combative person into custody)
 - Do not force discussion
 - Do not maintain direct, continuous eye contact
 - Do not touch the person unless necessary for safety
 - Do not express anger, impatience or irritation
 - Assume the person that does not respond cannot hear
 - Do not mislead the person to believe that officers on scene think or feel the way the person does

2. Involuntary Custody Evaluation: RCW 71.05.150(4) allows a peace officer to cause a person to be taken into custody and immediately delivered to an evaluation and treatment center or the emergency department of a local hospital.
 - a. When: Whenever an officer receives information that as a result of a mental disorder a person presents an imminent likelihood of serious harm or is in imminent danger because of being gravely disabled.
 - b. Use of Force: RCW 9A.16.020 states that any person may use force to prevent a mentally ill person from committing an act dangerous to any person, or in enforcing necessary restraint for the protection or restoration to health of the person, during such period only as is necessary to obtain legal authority for the restraint or custody of the person.
 - c. Documentation: Mental health professionals must have "specific facts" presented in the police report in order for them to proceed in the mental health evaluation process. Officers will be sure to include all facts to indicate why the person was an imminent danger and will include any information regarding repeated and escalating patterns of behavior.
 1. If all the necessary information cannot be included on the Mental Hold form, the officer will complete a typed narrative as soon as practical after clearing the call and FAX the additional information to the mental health professional.
 - d. Notification Requirement: Whenever an officer places a combative into custody for a mental evaluation the officer shall check the box on the Mental Hold form requesting the written results of the mental health professional's investigation.
 3. Excited Delirium: If an officer is responding to a suspected case of Excited Delirium one of the most important steps they must take is to immediately request medics respond and stand-by until the individual is restrained. Once in custody and deemed a safe situation for medical personnel, then the subject should be checked out by the medics.
 4. Practices for Interrogations: The Constitution requires that the Miranda warnings be comprehended, not simply administered. If an officer doubts a person's capacity to understand his or her rights, in order to make an informed decision about whether to initiate questioning, the officer should ask the person to explain each of the Miranda warnings in his or her own words, and make a record of the person's explanations.
- D. Entry Level Training: All new employees receive training in dealing with persons that have mental illnesses as part of their orientation.
- E. Refresher Training: The Lakewood Police Department provides refresher training to all employees at least every three years. This training includes the identification of available community mental health resources.

41.3 EQUIPMENT

PHILOSOPHY: The Lakewood Police Department recognizes that our dedication to high standards creates the need to provide equipment that supports the efforts of our members. It is also important to ensure efficiency and cost control through the care and maintenance of the equipment.

41.3.2 Patrol Vehicle Equipment

Principle: The patrol vehicle is one of the Lakewood Police Department's most valuable tools. In order to ensure the patrol vehicle is continuously available for deployment the following practices shall apply.

Equipment: Please refer to Vehicle Equipment Table in the Appendix.

Practices: Maintenance and Replenishment of Supplies

- A. Vehicle Inspections: Each officer shall perform an inspection of their assigned vehicle prior to each shift and at the end of each shift. The inspections will include:
 - 1. Check equipment and supplies and ensure that he/she has adequate rations for the shift. The Fleet Coordinator ensures that adequate supplies of all required equipment are available.
 - 2. Check the interior of the vehicle and the trunk for contraband or personal property.
 - 3. Check the vehicle for damage.
 - 4. Ensure cleanliness by removing trash or debris.
- B. Required Fuel Level: No employee shall leave a pool vehicle at the end of his/her shift that has a fuel level below half a tank without supervisor approval.
- C. Engine Preventive Maintenance: Officers shall refrain from leaving the engine running on department vehicles for extended periods of time when parked in routine situations. Cones, barricades, and flares may be used as alternatives to extended use of vehicle emergency lighting equipment. Officers shall not leave the engine running on a department vehicle when the officer is not in a position to observe the vehicle regardless of whether the vehicle is locked.
- D. Vehicle Maintenance/Repair: The routine maintenance and any repairs of vehicles or vehicle equipment will be coordinated by the City of Lakewood Fleet Coordinator.
 - 1. Damage: Any member discovering damage to a department vehicle will immediately report the damage to their supervisor.
 - 2. No personnel will modify their department vehicle without prior authorization from the Assistant Chief.

41.3.3 Vehicle Safety Restraints

Principle: In compliance with state law and the City policy, all members of the Lakewood Police Department shall wear a seatbelt when operating any city-owned vehicle. Additionally, personnel are to follow these guidelines:

- A. Child Safety Restraint Seats: Whenever a child that is legally required to be in a child restraint seat (RCW 46.61.687) is transported by a member of the Police Department in a city-owned vehicle, the child shall be properly secured in an approved child restraint seat. If the vehicle is equipped with front passenger air bags, the child restraint seat will not be secured in the front seat.
- B. Prisoner Transports: Refer to Standard 70.1.1.
- C. All Other Passengers: All passengers in any city-owned vehicle shall comply with state law and wear a seatbelt at all times the vehicle is being operated.

41.3.4 Authorized Personal Equipment and Apparel

Principle: All issued authorized equipment and apparel for officers/CSOs is listed in their respective collective bargaining agreements. Only authorized equipment and/or apparel may be used. Officers are responsible for the maintenance and upkeep of all authorized equipment and apparel they use. Equipment and apparel are expected to be functional, clean, and worn or carried as authorized. The following practices shall apply:

Practices:

- A. All equipment/apparel that has been provided by the Lakewood Police Department will be signed for by the employee upon issuance and shall remain the property of the City of Lakewood. The employee will be responsible for the cost of issued gear that is not returned to the City at its request.
- B. Replacement or Repair:
 - 1. The Lakewood Police Department will replace/repair equipment/apparel purchased by the Police Department when the item becomes worn, lost, or destroyed as a direct result of the performance of the employee's duties.
 - a. Negligent Conduct: If a piece of equipment/apparel that the department issued to an employee is damaged, destroyed, or lost due to an employee's intentional, reckless, or negligent conduct the employee may be required to replace the item.
 - 2. The employee will complete a Quartermaster Issued Property Replacement/Repair Request form and obtain a supervisor's approval for the request. The request form will then be submitted to the Quartermaster for processing.
 - 3. No member shall alter, repair, or in any way change, add to, or remove any parts or accessories of any city owned property without permission from his/her immediate supervisor.
 - a. Alterations to authorized, personally owned equipment must be approved by the employee's supervisor.
- C. Non-Issued Equipment and Apparel: Supervisors will ensure uniformity of all non-issued equipment and apparel used/worn by their employees to prevent inappropriate or substandard items from being used/worn. The care, maintenance, and replacement of these items is the responsibility of the employee.
 - 1. Non-issued headgear: Authorized, non-issued headgear to be worn with the department uniform shall consist of either a baseball type cap, knit watch cap, or dress uniform hat. All headgear must be approved and authorized for wear by the Chief prior to wearing with the department uniform.
 - a. Baseball cap: The Baseball Cap shall consist of a blue cap with department logo or patch on the front. Officers may elect to have their name or unit number sewn on the back (rear) of the cap. No other sewing or insignia is allowed. This cap may be worn in all seasons.
 - b. Knit Watch Cap: The Watch Cap shall be a black or dark navy blue knit cap with blue and white lettering or department logo on the front. Officers may elect to have their name or unit number sewn on the back (rear) of the cap. No other sewing or insignia is allowed. Alternatively, a plain dark navy blue or black knit cap may be worn, provided it has no commercial logos or other insignia affixed. The Watch Cap may only be worn during inclement weather, which is defined as cold temperatures, rain, snow, ice, and/or strong winds. In all cases, the on-duty shift supervisor has discretion on determining whether the cap can be worn.
 - c. Dress Uniform Hat: The Dress Uniform Hat shall be of the same design and manufacturer as designated by the Chief. The hat may only be worn with the dress uniform shirt and not with the jumpsuit or 5.11 style shirt. This hat may be worn in all seasons.

41.3.5 Protective Vests

Principle: The Lakewood Police Department issues protective vests to all fully commissioned officers. The intent of the department is to reduce the risk of serious injury to its officers. Therefore it is mandatory for all personnel in police uniform to wear the protective vest at all times while providing law enforcement services in the field. Exceptions may be made for Marine Services Unit personnel when working on the water.

- A. Non-uniformed Officers: The protective vest is optional when not in uniform, except in the following circumstances:
 - 1. When serving a search and/or arrest warrant and there is a potential for violence.
 - 2. When contacting a suspect associated with any crime of violence.
 - 3. When directed by a supervisor.

41.3.7 Mobile Data Computer (See City Index 500-05)

Principle: The Lakewood Police Department's personnel are equipped with laptops/ Mobile Data Computers (MDC) that allow for transmission of electronic messages both terminal to terminal, multi-terminal, and between terminal and SOUTHSOUND 911 Communication's Computer Aided Dispatch System (CAD). They are intended for police operations and not as a personal communication tool. Users of the MDC shall be ACCESS certified and follow the rules and guidelines as set forth in this Standard.

Practices:

- A. Members of the Lakewood Police Department may use the MDC's for official business related purposes only. The message sending capabilities shall not be used for transmission of information that promotes:
 - 1. Discrimination on the basis of age, gender, marital status, race, creed, color, religion, national origin, sensory, mental or physical disability, or sexual preference.
 - 2. Sexual harassment.
 - 3. Personal political views.
 - 4. Any unlawful activity.
- B. No one but trained, authorized members of the Police Department shall access or otherwise make use of the MDC's.
- C. No member shall attempt, in any manner, to circumvent the security system of the MDC.
- D. No member shall tamper with, or attempt to repair, any hardware component for which he/she has not been specifically trained and assigned to maintain and/or repair.
- E. No member shall modify, reconfigure, add to, or delete from any software application, operating system or peripheral device unless specifically trained and assigned to do so.
- F. No member shall knowingly make a fictitious, unauthorized, anonymous, or inaccurate entry into the MDC data base and/or message handling system.
- G. No member shall knowingly make use of, turn off, or log off any computer terminal to which he/she is not logged on.
- H. No member shall make use of any other individual's security password as a means of security access to any computer.
- I. No member shall record, disseminate, or cause to be recorded and/or disseminated, any record or records of system security passwords or devices of other persons without the expressed written permission of the Asst. Chief or his/her designee.

- J. Any member who has cause to believe that the computer system security, security file and/or integrity has been violated, compromised, or jeopardized, shall immediately report the same to his/her supervisor.

Responsibility:

- A. Members have no expectation of privacy when utilizing the MDC.
- B. Electronic messages cannot be protected against unauthorized access caused by:
 - 1. User's failure to maintain password security.
 - 2. Devices logged onto the system, but left unattended by users.
 - 3. Messages forwarded to others by recipient.
 - 4. Messages printed at locations where individuals other than the intended recipient may view.
 - 5. Messages directed to the wrong recipient.
- C. It shall be the responsibility of supervisors to enforce this policy and to monitor messages being sent by employees.

CRIMINAL INVESTIGATION

42.1. ADMINISTRATION

PHILOSOPHY: The Lakewood Police Department relies on the important partnership between the uniformed units and the Criminal Investigations Unit (CIU) to identify, arrest, and support the successful prosecution of criminals. The overall quality of an investigation can be significantly impacted by those investigative steps taken during the initial police response and inquiries normally performed by the Patrol Operations Unit. Therefore, officers are encouraged to perform thorough investigations in all circumstances. The transition of an investigation from the field units to the CIU is important to the successful conclusion of the investigation, and depends heavily on both verbal and written communications. When able, officers are encouraged to meet and discuss investigations with detectives/investigators. In addition, detectives/investigators are encouraged to contact officers to provide them with feedback regarding investigations.

42.1.1 Criminal Investigations Section: On-Call

Principle: The Patrol Operations Unit does not always have the staffing or the specialized skills to perform some large and/or complex felony investigations. For this reason it is important that the detectives/investigators are available on a 24 hour / 7 days a week basis to provide any necessary assistance to the Patrol Operations Unit.

Practice:

- A. On-Call Schedule: Commissioned personnel selected for the Criminal Investigations Unit (CIU) have agreed to assume an on-call status based on a rotational schedule. On-call status requires the ability to respond to call back within forty-five (45) minutes.
- B. Notification to CIU: In order to assist patrol and add continuity to follow-up investigations, it is required that CIU be notified when any of the below listed incidents or crimes occur, or are reasonably suspected: (In instances where a call out is not needed, an email notification is sufficient)
 - Homicide or a death requiring response from the Pierce County Medical Examiner's Office.
 - In custody deaths, serious injuries, or subjects who become unresponsive after a struggle.
 - Assault 1st Degree.
 - Sexual Assaults / Rape.
 - Robbery 1st Degree: with suspect in-custody or identified.
 - Burglary 1st Degree: with suspect in-custody or identified.
 - Arson 1st or 2nd Degree.
 - Kidnapping.
 - Possession of Narcotics for Sale/Manufacturing.
 - Any officer-involved shooting.
 - Any other situation when the patrol supervisor deems it necessary to notify CIU.
- C. CIU Call-out Practices:
 - 1. The patrol supervisor will contact the on-call CIU supervisor. The CIU on-call schedule will be provided to the Administrative Section and all Operations Unit supervisors.
 - 2. The CIU supervisor will determine if a detective/investigator should be called to assist with the investigation.
 - 3. When determining whether a detective/investigator will be called out, consideration will be given to the complexity of the case, the seriousness and/or sensitivity of the crime, and available Patrol Operations Unit resources.

42.1.2 Criminal Investigations Section: Case Screening System

Principle: Due to the large volume of felony investigations requiring additional follow-up from CIU it is imperative that the CIU supervisors and detectives/investigators prioritize the cases. The below described practices are meant to provide guidelines to the Police Department for the prioritizing of investigations.

Practice:

- A. **Automated Queue:** Cases are automatically sent by SOUTHSOUND 911 Records to particular queues based on the title of the report. Each CIU supervisor maintains their queue for case review and assignment.
- B. **Case Assignment:** CIU supervisors will determine if a case will be assigned for additional investigation. If a case is to be assigned, the CIU supervisor will determine which detective/investigator will receive the case. This information will be entered into the SOUTHSOUND 911 Case Assignment system.
- C. **Case Investigation Suspension:** CIU supervisors will determine if a case will be suspended. The following factors should be considered when deciding on the suspension of an investigation:
 - Exhaustion of leads
 - Absence of information to make case sufficient for legal filing
 - Additional investigation reveals the case should be closed
 - Insufficient investigative resources

42.1.3 Criminal Investigations Unit: Case File Management

Principle: An effective case management system is important to insure that all investigations are addressed in some manner. It is also a key aspect in communication allowing Police Department personnel to track the status and/or disposition of a case and provide the information to victims that may inquire.

Practice:

- A. **Case Status Control System:** CIU utilizes a variety of applications from the SOUTHSOUND 911 Net Menu to provide current information on case status and assignments. When a detective/investigator completes the investigation of an assigned case, a Supplemental Report is submitted to the appropriate CIU supervisor for review and approval. The status of the case is then updated in the appropriate application.
- B. **Case Status Designators:** The system provides case status designators such as active, inactive, cleared by arrest and cleared exceptional.
- C. **Maintenance of Investigative Case Files:** Case Officers maintain a working copy of all documents related to their assigned case. All incident reports, supplemental and attachments are available electronically through the SOUTHSOUND 911 Net Menu. Case Officers will maintain the investigative case file until their investigation is concluded. All originals of additional reports, statements, etc...will be forwarded to SOUTHSOUND 911 Records as they are received. Case Officers will also provide an up to date version of their investigation in the system. Updates will be made as necessary.
 - 1. Occasionally case officers are assigned sensitive cases or major investigations that should not be available on the system until the investigation has been concluded. In these instances, the case officer must receive written permission for temporary noncompliance to practices for updating case files from a CIU supervisor. These cases will be maintained solely in CIU and will be available for review on a need to know basis. SOUTHSOUND 911 Records will be supplied an Incident Report with the minimum information necessary to create a master case file in the Records Section.
- D. **Accessibility to Files:** Internal access to investigative case files is available through the system. External access to investigative files will be determined by SOUTHSOUND 911 Records based on guidelines set forth in Chapter 54 of this manual.

- E. Purging of Files: Upon conclusion of the investigation, case officers may properly destroy the working copy or archive the working copy if appropriate.

42.1.4 Investigative Responsibility for Preliminary and Follow-up Investigations:

Principle: The below described practices have been established to help define the partnership to occur between patrol and CIU. In addition, the practices are meant to assist in establishing expectations to insure quality criminal investigations.

Practices:

- A. Preliminary Investigations: The Patrol Operations Unit will conduct most preliminary investigations and document the investigation in a report. Detectives/investigators will be called pursuant to Standard 42.1.1 in the event of a major crime.
1. The preliminary investigation will include the following minimum investigative steps:
 - Establish elements of crime and that it occurred in Lakewood.
 - Observe all conditions, events, and remarks.
 - Maintain security of the scene.
 - Interview and obtain statements from involved parties and witnesses.
 - Inspect the scene and surrounding area for evidence and collect and/or photograph when applicable.
 - Attempt to locate and identify additional witness.
 - Attempt to locate and identify possible suspect(s).
 - Arrest suspects(s) when appropriate.
- B. Follow-up Investigations: A patrol supervisor reviewing the original police report will determine if additional investigation is necessary. Assignment for additional investigation will be made according to the guidelines provided below:
1. Follow-up by Patrol: In general, misdemeanor crimes and felonies that do not meet Pierce County Prosecution Guidelines will be investigated by the field operations officer who prepared the original police report, or another patrol officer assigned to complete the investigation. If a follow-up investigation is going to require that an officer travel outside the city limits in order to conduct the investigation, the case may be forwarded to CIU for further investigation.
 - a. When follow-up is required it will be indicated in the "Activity" section of the Case Management Table and will show:
 - The officer assigned.
 - The due date.
 - The actual date the follow-up was completed.
 2. Follow-up by CIU: In general, non-traffic related felony crimes that meet the assignment criteria for CIU will be completed by a detective/investigator. Also, CIU will conduct any necessary follow-up investigation on missing persons.
 3. Follow-up by Traffic Unit: In general, traffic related felony crimes will be completed by a traffic officer.
 4. Neighborhood Police Officers (NPO) follow-up serial misdemeanor property crimes, or violent crimes where no other investigative resources are available.
- C. Additional Investigative Practices:

1. **Information Development:** Information may be developed from an unlimited number of sources. These may include witnesses, victims, neighbors, friends, other public agencies, other law enforcement agencies and informants. All information will be gathered in compliance with the standards contained in this manual.
2. **Background Investigations:** Criminal investigations frequently involve background investigations of persons particularly as they relate to white-collar crime, organized crime, and vice activities. The Lakewood Police Department will conduct background investigations of persons only in correlation with an ongoing criminal investigation. All information obtained in a background investigation will be incorporated into the criminal case file and reviewed by a CIU supervisor. An exception will be background information collected for ongoing intelligence purposes that will be placed in intelligence files in accordance with Standard 42.1.6. This section does not apply to background investigations conducted during an employment selection process.
3. **Surveillance:** Surveillance may be used in the investigation of a crime when it is necessary to observe suspects or conditions in an unobtrusive manner. Surveillance may create additional information involving the investigated crime, gather additional intelligence information, or observe new crimes being committed. Surveillance operations will follow the guidelines established in Standard 43.1.5.

42.1.5 Habitual / Serious Offenders

Principle: The Lakewood Police Department seeks to identify habitual and serious offenders. The proper identification of such offenders facilitates several tasks. First it enables officers to make better decisions regarding the custody status for persons arrested. Plus, it assists detectives/investigators in prioritizing a case. Therefore whenever a person is taken into physical custody, a criminal history computer check will be performed and reviewed by the officer. The case officer may work closely with the assigned prosecutor in cases of habitual offenders to ensure an appropriate disposition in the case.

Registered Sex Offenders (RSO): Washington State has several laws concerning registered sex offenders. The burden of administering the laws falls primarily on local agencies at the county and municipal level. The Lakewood Police Department monitors RSO's in the following manner.

- A. **Address Verification:** A RSO is required to register their address with the law enforcement agency for the County in which he/she resides. Currently the Pierce County Sheriffs Department attempts to verify the RSO's address via certified mail on a yearly basis. However, if Pierce County is unable to verify an address by this method, the County will notify LPD and detectives/investigators will then make reasonable attempts to verify the RSO's address. Reference RCW 9A.44.130 and RCW 9A.44.135.
 1. **Sexually Violent Predators:** These RSO's have been deemed a higher risk to society and require address verification every 90 days.
 2. **Homeless RSO's:** The Pierce County Sheriffs Department is responsible for any RSO deemed to be homeless.
- B. **Community Notification:** RCW 4.24.550 authorizes the release of information to the public regarding sex offenders and kidnapping offenders when a public agency determines that disclosure of the information is relevant and necessary to protect the public and counteract the danger created by the particular offender. The law provides guidelines for the release of information. Only CIU personnel may release this information and the CIU Lieutenant must first approve all information released to the general public.

42.1.6 Criminal Intelligence Procedures

Principle: Information gathering is a fundamental and essential element in the all-encompassing duties of any law enforcement agency. When acquired, information is used to prevent crime, pursue and apprehend offenders and obtain evidence necessary for conviction. It is the policy of this agency to gather information directed toward specific individuals or organizations reasonably suspected of criminal activity, to gather it with due respect for the rights of

those involved, and to disseminate it only to authorized individuals as defined. While criminal intelligence may be assigned to specific personnel within the agency, all members of this agency are responsible for reporting information that may help identify criminal conspirators and perpetrators. In order to ensure the legality and integrity of the operations of the Criminal Intelligence Unit the practices described below shall be followed:

Practices:

- A. The intelligence function is often confronted with the need to balance information-gathering requirements for law enforcement with the rights of individuals. To ensure that information collected is limited to criminal conduct and relates to activities that present a threat to the community, members of this agency shall adhere to the following:
1. Information gathering for intelligence purposes shall be premised on circumstances that provide reasonable indication that a crime has been committed or is being planned.
 2. Investigative techniques employed shall be lawful and only so intrusive as to gather sufficient information to prevent the criminal act and/or to identify and prosecute violators.
 3. The intelligence function shall make every effort to ensure that information added to the criminal intelligence base is relevant to a current or on-going investigation and the product of dependable and trustworthy sources of information. A record shall be kept of the source of all information received and maintained by the intelligence function.
 4. Information gathered and maintained by this agency for intelligence purposes may be disseminated only to appropriate persons for legitimate law enforcement purposes in accordance with law and procedures established by this agency. A record shall be kept regarding the dissemination of all such information to persons within this or another law enforcement agency.

Gang Affiliate Criteria: A person will be designated as an affiliate of a criminal gang only when there is clear and convincing evidence that the person has been a criminal gang affiliate in the previous three years, and while a criminal gang affiliate, either one or more of the indicators on list A below were present, or two of the indicators of list B were present.

List A:

- The person admits or asserts affiliation with a criminal gang to the police.
 - The person participates in a criminal gang initiation ritual or ceremony.
 - The person conspires to commit, or commits a crime:
1. Which is part of a pattern of street crimes facilitated by the efforts of other gang affiliates, which advance the interests of the person, or
 2. To attract the attention of the criminal gang or enhance the standing of the person with the criminal gang, or
 3. For the benefit of the gang, or
 4. To announce the existence of the gang, its membership, or its territorial claims, or
 5. In response to the race, color, religion, sexual preference national origin, or gang association of the victim.

List B:

- The person announces to the police that the person is willing to commit assaults, crimes, or make other sacrifices for the gang.
- The person wears clothes or other jewelry unique to a gang in a context that clearly indicates affiliation with a gang, i.e.: specific colors, numbers and/or initials on clothing, gang graffiti or moniker written on clothing.

- The person uses a hand sign or language which, due to content or context, clearly indicates affiliation with the gang.
 - The person's name appears on a criminal street gang document.
 - The person is in a photograph with other people who collectively display criminal gang signs or apparel to exhibit solidarity.
 - The person possesses a gang tattoo.
 - The person associates with other gang members.
- B. File System:** Information regarding possible organized crime activity will be reviewed and investigated by CIU based on Title 28 Part 23 of the Code of Federal Regulations. The information will be reviewed for relevancy, reliability and validity. Based on the preliminary investigation conducted, the information will be classified as sensitive, confidential, restricted, or unclassified.
1. **Classification:** Intelligence files will be classified in order to protect sources, investigations, and individuals' rights to privacy, as well as to provide a structure that will enable this agency to control access to intelligence. These classifications shall be reevaluated whenever new information is added to an existing intelligence file.
 - a. Sensitive: "Sensitive" intelligence files will not be released.
 - b. Confidential: "Confidential" intelligence files include those that contain information that could adversely effect an ongoing investigation, create safety hazards for officers, informants or others and/or compromise their identities. Confidential intelligence may only be released by approval of the intelligence officer or the agency chief executive to authorized law enforcement agencies with a need and right to know.
 - c. Restricted: "Restricted" intelligence is less sensitive than confidential intelligence. It may be released to agency personnel when a need and a right to know have been established by the intelligence officer or his designee.
 - d. Unclassified: "Unclassified" intelligence contains information from the news media, public records, and other sources of a topical nature. Access is limited to officers conducting authorized investigations that necessitate this information.
 2. **Dissemination of Information:** An audit trail or dissemination record is required when information is disseminated from our files. No "Original Document" which has been obtained from an outside agency is to be released to a third agency. Should such a request be received, the requesting agency will be referred to the submitting agency for further assistance. When information is released the record shall contain the following information:
 - a. The date of dissemination of the information
 - b. The name of the individual requesting the information
 - c. The name of the agency requesting the information
 - d. The reason for the release of the information (need-to-know/right-to-know)
 - e. The information provided to the requestor
- C. Auditing and Purging Information:** The Intelligence Officer will ensure that periodic audits and inspections of files are completed, and that all files are in compliance with the operating principles set forth in 28 CFR Section 23.20 and the State Records Retention Schedule. Reviewing and purging information should be done on an ongoing basis. The maximum retention period is five years unless the information has been updated and/or revalidated. If it has not it must be purged at the end of the retention period. A record of purged files shall be maintained by the intelligence authority. Information that meets any of the below listed

criteria will be removed and destroyed. Destruction will be accomplished by shredding consistent with statutes relating to the destruction of public records.

- No longer useful and/or relevant.
- Invalid and/or inaccurate.
- Outdated.
- Unverifiable.

D. Utilization of Intelligence Personnel:

1. Mission: It is the mission of the intelligence function to gather information from all sources in a manner consistent with the law in support of efforts to provide tactical or strategic information on the existence, identities, and capabilities of criminal suspects and enterprises generally and, in particular, to further crime prevention and enforcement objectives/ priorities identified by this agency.
 - a. Information gathering in support of the intelligence function is the responsibility of each member of this agency although specific assignments may be made as deemed necessary by the officer-in-charge (OIC) of the intelligence authority.
 - b. Information that implicates, suggests implication or complicity, of any public official in criminal activity or corruption shall be immediately reported to this agency's chief executive officer or another appropriate agency.
2. Organization: Primary responsibility for the direction of intelligence operations; coordination of personnel; and collection, evaluation, collation, analysis, and dissemination of intelligence information is housed in this agency's intelligence authority under direction of the intelligence OIC.
 - a. The OIC shall report directly to this agency's chief executive officer or his designate in a manner and on a schedule prescribed by the chief.
 - b. To accomplish the goals of the intelligence function and conduct routine operations in an efficient and effective manner, the OIC shall ensure compliance with the policies, procedures, missions, and goals of the agency.
3. Compiling Intelligence: Intelligence investigations/files may be opened by the intelligence OIC with sufficient information and justification. This includes but is not limited to the following types of information:
 - a. subject, victim(s) and complainant as appropriate
 - b. summary of suspected criminal activity
 - c. anticipated investigative steps to include proposed use of informants, photographic, or electronic surveillance
 - d. resource requirements, including personnel, equipment, buy/flash monies, travel costs, etc.
 - e. anticipated results
 - f. problems, restraints or conflicts of interests
 - g. Officers shall not retain official intelligence documentation for personal reference or other purposes but shall submit such reports and information directly to the intelligence authority

- h. Information gathering using confidential informants as well as electronic, photographic, and related surveillance devices shall be performed in a legally accepted manner and in accordance with procedures established for their use by this agency
 - i. All information designated for use by the intelligence authority shall be submitted on the designated report form and reviewed by the officer's immediate supervisor prior to submission
- 4. Receipt/Evaluation of information: Upon receipt of information in any form, the OIC shall ensure that the following steps are taken:
 - a. Where possible, information shall be evaluated with respect to reliability of source and validity of content. While evaluation may not be precise, this assessment must be made to the degree possible in order to guide others in using the information. A record shall be kept of the source of all information where known.
 - b. Reports and other investigative material and information received by this agency shall remain the property of the originating agency, but may be retained by this agency. Such reports and other investigative material and information shall be maintained in confidence, and no access shall be given to another agency except with the consent of the originating agency.
 - c. Information having relevance to active cases or that requires immediate attention shall be forwarded to responsible investigative or other personnel as soon as possible.
 - d. Analytical material shall be compiled and provided to authorized sources as soon as possible where meaningful trends, patterns, methods, characteristics or intentions of criminal enterprises or figures emerge.
- 5. File Status: Intelligence file status will be classified as either "permanent" "temporary" or "working," in accordance with the following:
 - a. Permanent: May include individuals, groups, businesses and organizations that have been positively identified by one or more distinguishing characteristics and criminal involvement and the crime is mission related. The retention period is five years, after which the information is evaluated for its file acceptability.
 - b. Temporary: May include individuals, groups, businesses and organizations that have not been positively identified by one or more distinguishing characteristics, or whose criminal involvement is questionable. Temporary file status is assigned when the subject is unidentifiable because there are no identification numbers or descriptors available; their involvement in a criminal group is questionable; the reliability of the source or validity of the information is not able to be determined but the information appears to be significant enough to warrant storage. This information is kept for one year without corroboration and is then purged and destroyed.
 - c. Working: Consist of copies of reports; copies of enclosures; notes and other documents, which are used as investigative tools during investigative inquiries. They are considered official files for purposes of dissemination to outside agencies or individuals. The working file is the receiving point of newly acquired raw data. The retention period is 60 working days. Noted exceptions include pen-register operations, wire interceptions, and telephone-toll analysis data.
- E. Criminal Intelligence File Security: Criminal intelligence files shall be kept separated and secured in a locking file cabinet in the Criminal Investigations Unit. When a member of the unit is not present the files shall remain locked.
- F. Training: All personnel assigned to the intelligence function receive intelligence related training. All other agency personnel use the skills and knowledge gained in the academy and in field training.

- G. Annual Review: The CIU Lieutenant will conduct a review of the practices and processes associated with the intelligence function.

42.2 OPERATIONS

PHILOSOPHY: Criminal investigations must be conducted within the standards that have been determined by the law, the courts, and the community. The following principles and practices are meant to assist Police Department personnel in meeting those standards.

42.2.2 Criminal Investigations – Follow-Up Investigative Steps

Principle: When additional follow-up is required on an investigation the following steps should be conducted as necessary:

- Review and analyze all related reports and associated department records, and results from laboratory examinations.
- Conduct additional interviews and interrogations.
- Conduct victim/witness profiles.
- Gather additional information from available sources.
- Plan, organize, and conduct necessary searches for evidence to be collected.
- Submit evidence for further examination and review reports of results.
- Disseminate information to appropriate agencies and persons.
- Identify and apprehend suspects
- Determine if suspects are involved in other crimes.
- Check criminal histories and prepare the case for presentation to the Prosecutor's Office.
- Assist in the prosecution of persons charged with criminal offenses.

42.2.4 Criminal Investigations – Turnout Attendance

Principle: In order to facilitate the maintenance of an effective exchange of information and continue to enhance the relationship with the Operations Division, Detectives and Investigators will periodically attend and present material at patrol briefings. This may be accomplished in person or through the Turnout Book.

42.2.5 Criminal Investigations – Investigative Task Force

Principle: Criminals are often active in several jurisdictions. The effective investigation of a serious crime pattern often necessitates more immediate and comprehensive communications between various jurisdictions than available through routine means. Therefore an Investigative Task Force may be created. An Investigative Task Force may consist of personnel from the various organizational components of the Lakewood Police Department, or it may involve personnel from various local, county, state or federal law enforcement agencies. Whenever the Police Department organizes an Investigative Task Force the Chief of Police must approve its formation.

Practices:

- A. Purpose: The Investigative Task Force may undertake major investigative projects that are localized or have multi-jurisdictional characteristics. Investigative Task Forces may be formed in response to the following types of occurrences:
1. Criminal activity or police situations that are chronic in nature and a focal point of community concern.
 2. Chronic multi-jurisdictional criminal activity.
 3. A serious criminal event requiring additional staffing or expertise to resolve.

4. A serious criminal event that appears to be one of a series involving a multi-jurisdictional pattern of transpired events in several jurisdictions.
 5. At the direction of the Chief of Police.
- B. Defining Authority, Responsibilities, and Written Agreements:**
1. **Internal Task Force:** If a task force consists of only Lakewood Police Department personnel, it will be under the control of an existing organizational unit that has functional responsibility for the law enforcement efforts. The supervisor of the existing unit will have command responsibility for the activities of the task force. Prior to the formulation of a task force, a proposal delineating the subjects identified in Section B of this Standard will be submitted via the chain of command to the Chief of Police for approval.
 2. **Multi-Agency Written Agreement:** If an on-going, multi-agency task force is formed, the directors of the agencies involved shall sign a written agreement that contains the following information. The agreement (Inter-local) establishes the objectives and purpose of the task force, defines the authority, responsibilities, and written agreements that pertain to the task force, and must be approved by the Lakewood City Council.
- C. Accountability:** Accountability is established through a defined command structure with a designated director who responds to a governing board or agreed upon agency need.
- D. Resources:** The resources committed to the task force by each agency involved will be identified prior to the commencement of the Task Force.
- E. Evaluation:** The task force results will be evaluated by the task force commander, and a review of the continued necessity of the task force will be submitted to the governing body periodically.

42.2.6 Criminal Investigations – Technical Aids for Detection of Deception

Principle: Often the use of a polygraph exam or a voice stress analyzer can assist in bringing successful conclusions to investigations. Guidelines have been developed to assist in the determination of when to use a polygraph exam or voice stress analysis. Only certified operators may perform polygraph or voice stress analysis exams.

- A. Voluntary:** These tools will only be used with a person who has voluntarily agreed to submit to the examination in writing, except when pursuant to a court order.
- B. Preliminary Interviews and/or Interrogation:** The preliminary interviews and/or interrogations should allow the investigation to be narrowed to one or two individuals whose truthfulness is still in doubt. Preliminary interviews and/or interrogations should be conducted prior to using a technical aid for the detection of deception.
- C. Individuals Charged with a Crime:** These tools will not be used with a person that has been formally charged with a crime, except when a stipulation and agreement is made between the prosecutorial authority and the defense counsel.

42.2.7 Controlled Informants

Principle: The purchase of drugs, property, information, and the employment of operators are fundamental elements in the function of effective law enforcement. The utilization of informants to accomplish departmental goals is essential. Informants will be utilized only to the extent that their assistance is necessary to accomplish the police tasks at hand. The following practices have been established to ensure the effective use of controlled informants.

Practices:

- A. Master File:** The Special Operations Section will be the department's centralized location for the maintenance of the informant files. Patrol officers or detectives/investigators utilizing informants will enter the informants into the master file. Informants who will be included into the informant master file are those individuals who are or have been controlled informants and are actively seeking information on behalf of the department under departmental control. Individuals who are supplying information in a passive manner based upon their current knowledge are not to be entered into this system. Informants will only be developed with the approval of a supervisor.
- B. Informant File:** The informant file will be assigned a code number and all written references to the informant will be by this number. The file will include the following information:
- An Informant Identification Record which includes biographical and background information.
 - Any criminal history information.
 - A WISN check.
 - A photograph of the informant and if no SID or FBI number is located a fingerprint card.
 - A Special Consent form.
 - An Unsatisfactory Informant Report (if necessary).
- C. Maintenance of Informant File:** The master file will be maintained in the Special Operations Section in a locked filing cabinet. Only the Special Operations Sergeant or designee may access the files. The officer or investigator actually working with the confidential informant is responsible for maintaining the individual informant file.
- D. Protection of Confidential Informant Identity:** In addition to the guidelines already provided regarding security and the use of codes, the following guidelines are provided to assist in protecting the identity of a confidential informant.
1. Generally, the informant should not see or meet officers other than his controlling officer and that officer's partner or witness.
 2. Informants shall not be given officer's home addresses or telephone numbers for routine contacts as the possession of the number may compromise the informants.
 3. Contacts should be conducted by two officers when contacting an informant at locations other than the Lakewood Police Station.
- E. Paying Informants:**
1. No money shall be paid to any informant, unless the following conditions are satisfied:
 - a. A receipt for same is signed in informant's true name.
 - b. The officer making payment is accompanied by another police officer/witness.
 2. The officer will record all monies paid to an informant on a payment log on the informant card. Monies shall not be paid to any informant prior to the completion of his/her services, unless other arrangements were made at the start of the investigations. Officers are discouraged from promising an informant a fixed sum of money. Payment amounts are set by Special Operations Section SOP.
- F. General Precautions:**
1. Informants of the Opposite Sex: Personal contact with informants of the opposite sex shall be accomplished with two officers present.

2. Pending Cases: Although it is sometimes necessary to exchange consideration in pending cases for informant services, this practice will require careful scrutiny. The following guidelines are applicable in those instances.
 - a. A CIU supervisor approves the informant contract.
 - b. The agency with the pending case must be notified and approve the informant contract.
 - c. The terms of any "deal" must be established jointly with the Prosecutor and made known to all parties involved, including the informant and his/her attorney if applicable.
 - d. Care should be taken in contacting any possible informant who has a pending case and who is presently represented by counsel so that the informant's right to representation is not infringed upon.
 - e. Officers will not knowingly allow any informant to commit any illegal act other than controlled buys.
 - f. All off-duty and non-duty related personal and social contact with informants, and/or persons over whom the officer's assigned duties give him/her enforcement responsibility, is prohibited unless inadvertent or approved by a supervisor in advance. All such contacts will be logged on the informant's card (if appropriate) and reported in writing to the officer's immediate supervisor within twenty-four hours after the contact.
 3. New Cases: Known involvement in a new felony or domestic violence offense shall result in termination of that informants use. A CIU supervisor shall be apprised of any such occurrence.
- G. Special Precaution with Juvenile Informants:** Situations may arise which require a juvenile to be utilized as an informant. The following guidelines will apply.
1. The use of juvenile informants will generally be avoided. Juveniles will only be used with prior authorization from the Chief of Police or his/her designee.
 2. Parental permission shall be required, or that of the legal guardian in the parent's absence.
 3. Authorization and consultation shall occur with the Prosecutor's Office.
- H Use of Informants by Patrol Officers:** The effective use of a confidential informant is normally limited by a patrol officer's uniformed status and regular patrol responsibilities. Patrol officers are not prohibited from developing confidential informants. Patrol officers are encouraged to refer possible informants to CIU.
- I. Searches of Confidential Informants:** Only fully commissioned police officers shall conduct strip searches. Limited Commission personnel (CSOs, ACOs) and civilian personnel are not authorized to conduct strip searches. It is the policy of the Lakewood Police Department to prevent unnecessary infringements of personal privacy by limiting strip and body cavity searches in compliance with RCW 10.79. Any such searches shall be in strict compliance with the following RCW's: 10.79.070, 10.79.080 and 10.79.100.

42.2.8 Identity Crimes

Principal: The Lakewood Police Department recognizes the significant impact identity theft crimes have made on its citizens and on society as a whole. Policy and procedure have been instituted regarding the investigation of these crimes.

Practices:

- A. When an incident of identity theft is reported, the original investigating officer or front desk community service officer (CSO) shall document the incident with a general report. The report shall contain the following information:
 - 1. All pertinent personal information from the victim(s).
 - 2. Bank/credit card account numbers with accompanying statements showing the fraudulent activity, if applicable.
 - 3. A signed Affidavit of Forgery (normally provided by victim's financial institution)
- B. Many of these crimes cross jurisdictions and it may be difficult to determine where the crime originated. Lakewood officers and CSO's will submit a general report regardless of where the associated crimes occurred. Officers and CSO's will assist the reporting party by providing information on contacting credit reporting bureaus and financial institutions. Identity theft cases may be forwarded to the Proactive Property Crimes Unit for any continued investigation, including any coordination of an investigation with other agencies.

42.2.9 Cold Case Investigations:

Principal: Members of CIU are responsible for investigating major cases that involve death, sexual assaults, arson and other serious crimes. It is the policy of the Lakewood Police Department to investigate all available leads until the case is solved.

Practices:

- A. Cases that have not been resolved after one year and have been closed to active follow up are designated as a cold case. Cold cases may be held because of uncooperative witnesses, lack of leads, or current technology is not present to assist in the analysis. If no new information is received after a period of one year, the case is classified as a cold case. It may remain open/suspended but is closed to active follow up until new information is developed.
- B. Determination of the criteria for cold case investigations is the responsibility of the CIU Sergeants. The following criteria should be considered in evaluating a case for follow up and assignment:
 - 1. Age of the case
 - 2. Availability of witnesses, suspect/s, and original investigators
 - 3. Existing evidence and quality
 - 4. Current case load
 - 5. Experience of the detective or investigator
 - 6. Expertise and training of the detective or investigator
 - 7. Availability of new technology and information
 - 8. Still within the statute of limitations
- C. Personnel assigned to a cold case investigation will review the original case files and determine if there is any new information or technology available that would provide new leads. All investigative actions shall be documented in a supplemental report. The CIU Sergeant shall keep a log of cold case investigations and document any new activity that is generated by the new investigation. This information shall be forwarded to the CIU Lieutenant in a written report. The CIU Lieutenant conducts an annual review of all cold case investigations and submits a written report to the Assistant Chief.

42.2.10 Interview/ Interrogation Rooms:

Principle: The intent of this standard is to establish safe conditions for the various situations that officers may encounter when conducting interviews or interrogations in the police facility. The Lakewood Police Department has designated rooms to be used for interviews and interrogations.

Definitions:

- A. **Secure Room:** Refers to the interview room adjacent to the Temporary Detention Area. It is not designed to be a temporary detention room. Only commissioned personnel are authorized to use this room.
- B. **Non-Secure Rooms:** Refers to the interviews rooms located off the police lobby. There are four (4) non-secure interview rooms which are set up to be used in pairs. The rooms are dead-bolted from the inside to prevent access from the lobby and there is a card reader to prevent unauthorized access into the secure portion of the building. All department members are authorized to use these rooms.

Practices:

- A. **Weapons Control:** Personnel will exercise caution when interviewing or interrogating persons in the interview rooms. If an officer chooses to disarm they must secure weapons appropriately.
- B. **Security Concerns:** Subjects in custody should be interviewed/ interrogated in the secure room, but can be interviewed in other rooms if no other space is available.
- C. **Personnel Guidelines:** The number of officers present for participating or observing an interview will be governed by the nature of the crime and the threat level presented by the suspect. Normally, no more than two officers conduct interrogations. If more are needed the reason must be documented.
- D. **Panic Alarms:**
 - 1. **Secure Room:** Officers may use their portable police radio to broadcast a request for assistance or activate their emergency button or use their mobile telephone.
 - 2. **Non-Secure Rooms:** Each room is equipped with a panic button on the internal, hall side door. Additionally officers may use their portable police radio, or mobile telephone to summons assistance.
- E. **Equipment:**
 - 1. **Secure Room:** This room contains a one piece fixed interview table/chairs. There is no audio/video equipment in this room.
 - 2. **Non-Secure Rooms:** One side of each pair of interview rooms is equipped with a ceiling mounted speaker for listening and the other is equipped with a ceiling mounted microphone. All four of these rooms have cameras and an audio switch. There is a common window shared by each pair and lighting can be adjusted for one way viewing from either side. Each window also has a metal drop curtain on one side.
- F. **Other Considerations:** Subjects being interviewed should be provided access to restrooms, water, and interview breaks as deemed necessary. Subjects in-custody will remain in the Temporary Detention Area for restroom and other breaks. Subjects interviewed in a non-secure area shall use public facilities for restroom and other necessary breaks. (Rev. 02/10)

42.2.11 Line Ups

Principle: The Lakewood Police Department uses photo montages to aid in the identification of persons involved in criminal incidents. Physical line-ups are not authorized.

Practices:

- A. Composition of a Photo Montage
 - 1. Include only one suspect per photo montage
 - 2. Select photos of 5 individuals that generally fit the suspect's description to complete the montage.
 - 3. If multiple photographs are available of the suspect, select a photo that resembles the suspect description or appearance at the time of the incident.
 - 4. Complete uniformity of features is not required and avoid using photos of individuals that so closely resemble the suspect that witnesses may find it too difficult to distinguish from the suspect.
 - 5. If showing a second suspect montage, avoid using the same filler photographs.
 - 6. Ensure that the suspect does not unduly stand out in the photo montage.
 - 7. The photo montage should be preserved in the state it was presented as evidence.
- B. There is no requirement to video or audio record a showing of a photo montage.
- C. Separate multiple witnesses and conduct the photo montage independent of each other. Consider moving the suspect's photo position if showing the montage to multiple witnesses. Instruct the witnesses not to discuss the case with other witnesses.
- D. Officers will use the Photographic/ Field Show-Up Line Up Admonishment form when conducting photo montages. The form contains instructions for the witness and will be signed by the witness prior to viewing the montage.
- E. Officers should quote the level of certainty of the identification by the witness on the admonishment form and in their report.
- F. Officers must avoid gestures, suggestions or opinions that may affect the witness's identification or non-identification of a suspect.
- G. Officers will document the results of the photo montage on the admonishment form and in their report or supplemental.

42.2.12 Show Ups

Principle: The Lakewood Police Department uses field show-ups to aid in the identification of subjects involved in criminal incidents.

Practices:

- A. Officers may arrange a show-up between a witness and a suspect whenever a potential suspect is located and detained within a reasonable length of time, in proximity to the location of the crime, and fits the description of the suspect given by the witness. The same suspect should not be presented to a witness more than one time.
- B. Generally, witnesses should be transported to the location of the suspect.
- C. When multiple witnesses are available, officers will conduct the show-up in a manner that separates the witnesses and prevents them from communicating with each other.

- D. Officers will use the Photographic/ Field Show-Up Line Up Admonishment form when conducting show-ups. The form contains instructions for the witness and will be signed by the witness prior to arriving at the show-up location.
- E. Officers should quote the level of certainty of the identification by the witness on the admonishment form and in their report.
- F. Officers must avoid gestures, suggestions or opinions that may affect the witness's identification or non-identification of a suspect.
- G. Officers will document the results of the show-up on the admonishment form and in their report or supplemental.

42.2.13 Hate Crime Investigations

Principle: It is the intent of the Lakewood Police Department to safeguard individuals from crimes motivated by bias toward an individual's race, color, religion, ancestry, national origin, gender, sexual orientation, or mental, physical, or sensory disability. This agency views hate crimes as serious violations against not only an individual, but against our community as well.

Practices:

- A. Definition: The Malicious Harassment law, RCW 9A.36.080, defines a hate crime.
- B. Analysis of Trends: In an effort to prevent hate crimes in our community and/or improve Police response to these crimes, the Crime Analysis Section will coordinate information gathered from external and internal intelligence sources on organized groups and identified trends.
- C. Initial Patrol Response: An officer investigating a crime should pay careful attention to the totality of the circumstances in order to identify all crimes which may be motivated by intolerance and/or hate for an individual or group identified in the Malicious Harassment law. When an officer believes a hate crime has been committed, the following additional procedures shall be followed.
 - 1. Notification: When the officer believes there may be an immediate threat of reprisal or an escalation of violence, the patrol supervisor will be notified. The supervisor will evaluate the situation to determine if additional resources may be necessary.
 - 2. Charges for Prosecution: Subsection 5 of RCW 9A.36.080 allows for the prosecution of all additional crimes committed during the commission of Malicious Harassment. In addition, SOUTHSOUND 911 has special state reporting requirements for hate crimes. Therefore, officers will follow the below listed additional reporting procedures:
 - a. Incident Report Form:
 - 1. Nature Code: List the most serious crime besides the Malicious Harassment.
 - 2. Offense Code: "HATE" must be listed as one of the offense codes.
 - 3. Bias Motivation: The appropriate bias motivation boxes on the back of the form must be completed.
- D. CIU Investigation: CIU shall review all Malicious Harassment cases and conduct any necessary further investigation. CIU responsibilities will include:

1. Coordination of Investigation: When appropriate, CIU will coordinate the investigation with the Crime Analysis Unit and other state and regional intelligence operations.
 2. Prosecution: CIU will work closely with the Prosecutor's Office to ensure a legally adequate case is developed for prosecution.
- E. Crime Prevention: Hate crimes are often viewed in a community not only as crimes against the targeted victim, but also as a crime against the group that the victim is perceived to represent. Working constructively with segments of this larger audience after such an incident is essential to help reduce fears, stem possible retaliation, help prevent additional hate crimes, and encourage any other previously victimized individuals to step forward to report those crimes. The Crime Prevention Section should consider the following:
1. Community Meetings: Community meetings to allay fears, relay the Police Department's concern over and response to this and related incidents, and reduce the potential for counter-violence.

42.2.14 Child/Vulnerable Adult Abuse Referrals

Principle: Children and vulnerable adults require additional safeguards to ensure their best interests are sought when allegations of abuse or neglect are brought forward. Therefore the Special Assault Unit (SAU) works closely with Child Protective Services (CPS), Adult Protective Services (APS) and follows the agreed upon Child Sexual and Physical Abuse Investigation Protocols for Pierce County.

Practice: In addition to reporting and investigative practices established elsewhere in this manual, the following practices apply.

- A. Officers dispatched to an alleged child or elder abuse situation will document their investigation in a general report, make an arrest when appropriate, and notify the Special Assault Unit (SAU) supervisor, directly or via report distribution.
- B. Referrals:
 1. The SAU supervisor receives referrals from CPS and APS, which are either assigned to investigative personnel or declined for further investigation. The SAU supervisor will advise CPS /APS of the outcome of all referrals.
 2. An officer may refer an incident to CPS or APS if no criminal violation was established and they feel the child or vulnerable adult may benefit from the referral.

VICE, DRUGS, AND ORGANIZED CRIME

43.1 ADMINISTRATION AND OPERATIONS

PHILOSOPHY: Vice, narcotics, and the organized criminal groups and gangs operating in these and other criminal activity often are related to many types of crime that may seem random. Therefore, in the attempt to take a stand against crime the Lakewood Police Department must address vice, narcotics, gangs, and organized crime. The Police Department has created the Special Operations Section to focus on this type of criminal behavior.

43.1.1 Narcotics, Vice, and Organized Crime Complaints

Principle: The Lakewood Police Department recognizes that valuable information regarding vice, narcotics, and/or organized crime may come from diverse sources. The following practices have been developed to ensure that these complaints are investigated to the fullest extent possible.

- A. Receiving and Processing Complaints: Citizens may submit a complaint of vice, narcotic, or organized crime and/or gang activity by calling 911, via the City's on-line Customer Request System, or by calling the Tip line. Complaints dispatched by SOUTHSOUND 911 will be handled as a call for service and may be referred to a Tip Team member if warranted. If a service request involves vice, narcotic, or organized crime/gang activity, the form shall be forwarded to the Special Operations Section Sergeant for review. The Special Operations Sergeant will review the complaint and, if necessary, assign it to a Special Operations investigator or a Narcotic Tip Team member for further investigation.
 - 1. Reliable information should be developed by reviewing the original complaint and taking the necessary steps to verify it. This may involve conducting neighborhood checks, contacting other agencies, or interviewing parties who may have privileged information. When it is deemed appropriate, surveillance techniques may be employed to gather information.
 - 2. If the preliminary investigation provides reliable information that vice, narcotic, or organized criminal activity is occurring, a follow-up investigation will be conducted. This investigation will be conducted to pursue criminal charges against involved parties.
- B. Records of Complaints Received: Every narcotic, vice, and organized crime complaint received will be assigned a Service Request number. Information collected in the course of the investigation will remain in the Special Operations files and be purged according to Washington State guidelines.
- C. Outside Agency Contacts: Only members of Special Operations, the Criminal Intelligence Unit, or the CIU Lieutenant will disseminate information from active Special Operations files to outside agencies.
- D. Procedures for advising the Chief of Police: The Special Operations Sergeant will meet as needed with the CIU Lieutenant to provide updates on all current operations and significant activities. The CIU Lieutenant will be responsible for ensuring that the Assistant Chief is advised of any significant activity regarding a Special Operations investigation. In addition, the CIU Lieutenant will report as needed to the Chief of Police via the chain of command summarizing any major narcotic, vice, and organized crime investigations undertaken by Special Operations.

43.1.2 File Maintenance and Security

Principle: All records and reports of active vice, drugs, organized crime and undercover investigations shall be kept secured in the Special Operations offices. When an internal inquiry pertaining to any of the suspects listed in the reports is received, it shall be handled by the case officer assigned to the investigation. In the event the case officer is not present, the Special Operations supervisor shall review the request on a "need to know" basis before disseminating the information.

43.1.3 Confidential Funds

Principle: The Lakewood Police Department will budget for and maintain a special investigative fund for the purpose of payment of investigative expenses incurred in narcotics, organized crime, gang, and vice investigations. The maintenance of the fund will be the responsibility of the Special Operations Sergeant, who will maintain journal and ledger entries. Practices for control of this fund are outlined in Standard 17.4.2.

43.1.4 Surveillance/Undercover Equipment

Principle: The Lakewood Police Department balances an individual's right to privacy with the necessity of conducting thorough criminal investigations. Therefore whenever specialized surveillance or undercover equipment is used, the Special Operations Sergeant or designee must first approve an Operations Plan (refer to Standard 43.1.5) for the applicable investigation. In addition, personnel will follow established laws regarding listening and recording devices. See RCW's 9.73.030, 9.73.040, 9.73.090 and 9.73.230.

43.1.5 Special Operations Practices

Principle: Only members of CIU and the Intelligence Unit are authorized to conduct the below listed special operations, although nothing in this chapter shall restrict an officer's ability to conduct routine observation of suspicious individuals or circumstances while on routine patrol. The Special Weapons and Tactics team (SWAT) may provide assistance when approved by the Assistant Chief. All special operations must have a written plan approved by the Special Operations Sergeant or designee prior to the execution of a special operation.

Practices:

- A. Technical Surveillance (use of technological devices for surveillance):** Members will obtain prior approval of the Special Operations Sergeant or designee through the appropriate chain of command when planning a technical surveillance operation. At times, surveillance operations may arise quickly eliminating the opportunity to obtain prior approval. In these incidents, notification will be made to the Special Operations Sergeant or designee as soon as practical.
- 1. Operations Plan:** The case officer is responsible for completing the Operations Plan and obtaining supervisory approval for the operation.
 - a. Staffing:** In determining the number of members that will be utilized to conduct surveillance in a safe and effective manner, the following will be considered:
 - The number of surveillance targets
 - The anticipated distance and amount of time for the surveillance
 - The time of day when the surveillance is to be conducted
 - The locations of where the surveillance is to be conducted
 - The nature of the crime(s) being investigated
 - The history of the surveillance targets
 - b. Plan Content:** The written operations plan will include the below listed information:
 - Surveillance objectives
 - Surveillance target(s)
 - Nature of the crime(s) being investigated
 - Safety Hazards or cautions
 - Specific location(s) of where the surveillance is to begin
 - General or anticipated areas of where the surveillance may lead
 - All of the law enforcement members involved in the surveillance including their radio call numbers, cell phone numbers, pager numbers and vehicle descriptions
 - The appropriate radio frequency that will be utilized
 - Any specialized surveillance equipment that will be utilized

2. Operations Briefing: Prior to conducting planned surveillance operations, the case officer will conduct an operations briefing that includes all involved law enforcement personnel and reviews the operations plan.
 3. Communications: When practical it will be the responsibility of the case officer to notify local jurisdictions and HIDTA of surveillance operations that are being conducted outside the City of Lakewood. The case officer is responsible for coordinating all communication prior to and during the surveillance operation. It will be the responsibility of the case officer to release any secured radio frequency at the completion of the surveillance operation and to make certain all law enforcement members are accounted for and notified of the operations completion.
- B. Raid Operations:** The Metro SWAT team should be utilized to conduct all raids or execute search warrants when a significant threat has been determined to exist, as determined through the use of the Threat Matrix. Recognizing that SWAT has established practices and procedures for conducting raids, the following practices are to be utilized by members of the Lakewood Police Department in operations where SWAT is not utilized.
1. Staffing: In determining the number of members that will be utilized to conduct a raid in a safe and effective manner, the following will be considered:
 - The number of suspected targets.
 - The locations of where the raid is to be conducted.
 - The nature of the crime(s) being investigated.
 - The history of the targets.
 - The size and or complexity of the structure being raided.
 2. Operations Plan: A threat assessment and an operations plan will be completed by the case officer and reviewed by the Special Operations Sergeant or designee prior to execution of the plan.
 - a. Plan Content: The written operations plan will include the below listed information.
 - Operation objectives.
 - Target(s)
 - Nature of the crime(s) being investigated.
 - Safety Hazards or cautions.
 - Specific location(s) of where the raid is to take place.
 - All of the law enforcement members involved in the operation including their radio call numbers, cell phone numbers, pager numbers and vehicle descriptions.
 - The appropriate radio frequency that will be utilized.
 - Any specialized equipment that will be utilized.
 - Any search warrants that the raid will be conducted under.
 - Specific assignments of each involved member.
 3. Operations Briefing: Prior to conducting any raid operation a briefing will be conducted. Only those members attending the briefing will participate in the raid. The Special Operations Sergeant and/or designee will attend all raid briefings and be at the scene of all raids.
 4. Communications: The Special Operations Sergeant or designee is responsible for coordinating all communication prior to and during the operation. It will be the responsibility of the Special Operations Sergeant or designee to release any secured radio frequency at the completion of the operation and to make certain all law enforcement members are accounted for and notified of the operations completion.
 5. Additional Requirements: Plainclothes members will be required to wear their protective vests, and visible "police" insignia to easily identify themselves as police officers. .

6. Debriefing: A debriefing will follow all operations. The case officer will meet with each member who participated in the operation, in order to determine the member's actions and if that member will be required to submit a written report related to the investigation.
- C. Decoy Operations: Members will obtain prior approval of the Special Operations Sergeant or designee when planning a decoy operation. The case officer responsible for organizing the decoy operation will prepare a written plan.
1. Operations Plan: The written operations plan will include the below listed information when applicable.
 - Operation objectives
 - Target(s)
 - Nature of the crime(s) being investigated
 - Safety Hazards or cautions
 - Specific location(s) of where the Decoy Operation is to take place
 - All of the law enforcement members involved in the Operation including their radio call numbers, cell phone numbers, pager numbers and vehicle descriptions.
 - The appropriate radio frequency that will be utilized.
 - Any specialized equipment that will be utilized.
 - The decoy member(s) involved, what he/she will be wearing, and the vehicle he/she will be driving
 - The specific area the decoy will be operating at as well as designated arrest locations.
 - Pre-determined arrest signals to be utilized by the decoy.
 2. Operations Briefing: Prior to conducting any decoy operation, a briefing will be conducted by the Case Officer/Detective or designee. All members involved in the operation are required to attend the briefing. Members that do not attend the briefing will not be allowed to participate in the operation.
 3. Surveillance Teams: Surveillance units will not normally participate in arrests of targets.
 4. Arrest Teams: Arrest team members not in uniform and in unmarked vehicles will wear police raid jackets, badges, and protective vests. Arrest teams may take a secondary role as surveillance teams.
 5. Decoys: Only sworn officers will be selected and selection will be based on the type of operation being conducted. At times the agency may utilize members from other jurisdictions to act as decoys. All decoys will be required to attend a briefing conducted by the case officer/detective and supervised by the Special Operations Sergeant prior to being involved in any decoy operation. This briefing will include the below listed information:
 - Undercover surveillance of decoys will be maintained at all times
 - At no time will a decoy operate outside the designated area
 - At no time will a decoy enter into a target(s) vehicle
 - Decoys will maintain visual contact with the surveillance vehicle
 - Decoys will not place themselves in situations that would restrict visual observations by the surveillance team
 - Decoys will not lean into open vehicle windows or place themselves close enough to a vehicle that would allow them to be pulled into the vehicle by a target
 6. Debriefing: A debriefing will follow all operations. The case detective will meet with each member who participated in the operation, in order to determine the member's actions and if that member will be required to submit a written report related to the investigation.
- D. Under Cover Operations: Only those department members that have successfully completed the WSCJTC Undercover Operations Course #8011, or similar course, will be allowed to operate in an undercover capacity. Any member conducting an undercover operation whereas the criteria legally meets the one party consent laws pursuant to RCW 9.73, should consider the use of an electronic listening/recording device. Each situation will be evaluated to determine the level of risk involved with the use of such device. If it is

determined by the undercover member that the use of the listening/recording device would create a substantial risk to the safety of the undercover member, the device will not be utilized. Members will obtain approval of the Special Operations Sergeant or designee prior to conducting an undercover operation. The case detective is responsible for completing the operations plan and obtaining supervisory approval for the operation.

1. Operations Plan: The written operations plan will include the below listed information when applicable.
 - Operation objectives.
 - Target(s).
 - Nature of the crime(s) being investigated.
 - Safety Hazards or cautions.
 - Specific location(s) of where the Undercover Operation is to take place.
 - All of the law enforcement members involved in the Operation including their radio call numbers, cell phone numbers, pager numbers and vehicle descriptions.
 - The appropriate radio frequency that will be utilized.
 - Any specialized equipment that will be utilized.
 - The undercover member involved, what he/she will be wearing, and the vehicle he/she will be driving.
 - If the undercover officer is armed or wearing a ballistic vest.
2. Operations Briefing: Prior to conducting any undercover operation, members will conduct an operations briefing that includes the review of the operations plan. All participants of an undercover operation including the undercover member will be required to attend the operations briefing prior to participating in any undercover operation.
3. Communications: It will be the responsibility of the case officer/detective to notify local jurisdictions of undercover operations that are being conducted outside the City of Lakewood. The case officer/detective is responsible for coordinating all communication prior to and during the undercover operation. It will be the responsibility of the case detective to release any secured radio frequency at the completion of the operation and to make certain all law enforcement members are accounted for and notified of the operations completion.
4. Debriefing: A debriefing will follow all undercover operations. The case officer/detective will meet with each member who participated in the operation in order to determine the member's actions and if that member will be required to submit a written report related to the investigation.

JUVENILE OPERATIONS

44.1 ADMINISTRATION

44.1.1 Juvenile Function

Principle: The Lakewood Police Department is committed to the development, implementation, and perpetuation of programs that are directed toward the prevention and control of juvenile delinquency. The effort to prevent and control juvenile delinquency is decentralized throughout the department. It is the responsibility of all department employees to support the agency's juvenile functions and to adhere to all written directives regarding juvenile matters. Officers/CSOs should maintain a working knowledge of the Revised Code of Washington as it pertains to juveniles.

44.1.2 Input on Juvenile Programs

Principle: The Lakewood Police Department encourages and receives input on juvenile programs and policies from outside or support agencies in contact with this department. Employees work closely with representatives of the Pierce County Juvenile Court to include the juvenile prosecutor's office and the juvenile probation department.

44.1.3 Annual Program Review

Principle: It is the responsibility of the Assistant Chief to review annually all juvenile enforcement and delinquency prevention programs. These programs will be reviewed to determine if they should be continued, updated or eliminated, and whether they meet the needs of the community. The report will be submitted to the Chief of Police identifying recommendations regarding the programs.

44.2 OPERATIONS

PHILOSOPHY: Juveniles are afforded additional considerations under various state and case laws. It is important for Lakewood Police Department employees to protect the rights and welfare of juveniles, while proactively enforcing laws. The guidelines provided in this section have been provided to assist employees in balancing these two functions.

44.2.1 Juvenile Criminal Offender Contact

Principle: It is the principle of the Lakewood Police Department to handle juvenile offenders in accordance with RCW 13.40.040 and in a manner least coercive among reasonable alternatives while consistent with the preservation of public safety, order, and individual liberty. Officers should consider the age of the offender and RCW 9A.04.050 when selecting an alternative for the disposition of a juvenile offender. Officers may utilize the following alternatives:

- A. Release / No Further Action: When a minor offense is involved, the officer may elect to provide a verbal warning, complete a Field Interview Card, leave corrective action to the juvenile's parents, or any combination of alternatives. When an individual has been a victim of a criminal offense committed by a juvenile, he/she should be consulted before the officer selects an alternative that results in no further action.
- B. Referrals to Juvenile Court: An officer may select to release a juvenile from custody at the time of the criminal investigation and refer the case to the Juvenile Court for further action. Criminal citations are only issued to juveniles for criminal traffic violations. Refer to Standard 44.2.2 regarding practices related to juveniles in custody.
- C. Detention: A juvenile offender may be transported to Remann Hall for detention in accordance with RCW 13.40.040 and the Pierce County Department of Youth Services Detention Criteria provided to law enforcement agencies. Refer to Standard 44.2.2 regarding practices related to juveniles in custody. Those juvenile offenders involved in the following crimes shall be transported to Remann Hall for detention:
 - Domestic violence crimes

- Crimes involving a weapon
- Aggravated assaults with or without a weapon
- Crimes committed by juveniles currently on probation
- When the juvenile's identity is in doubt

44.2.2 Juvenile Custody Practices

Principle: The Lakewood Police Department takes juveniles into custody for a variety of reasons other than criminal violations. In all instances it shall be the priority of department personnel to ensure the welfare and protect the constitutional rights of juveniles.

- A. Status Offenders / RCW 13.32A.050: A law enforcement officer is mandated to take a juvenile into protective custody in several situations outlined in RCW 13.32A.050: Status offenders shall not be placed in the secure temporary detention rooms at any time unless other criminal charges apply. If officers transport status offenders to the station they must provide constant supervision until released or transported. Officer may not leave status offenders secured in the rear seat of patrol vehicles unattended. Status offenders may be transported to an approved juvenile facility when no parent or guardian is located.
- B. Juvenile At Risk / RCW 26.44.050: When the parent (guardian) is present and the juvenile is taken into protective custody, notification will be made to the parent (guardian) in writing, utilizing the Notification of Removal of Children form. If the parent (guardian) is not present when the juvenile is taken into protective custody, notification of removal will be left at the residence for the parent (guardian) in writing, utilizing the Notification of Removal of Children form.
- C. Constitutional Rights: When a juvenile offender is arrested the Miranda Warnings, Waiver, and Additional Warning to Juvenile will be read to them.
- D. Transportation to Remann Hall:
 - 1. Juveniles in custody requiring medical attention or under the influence of drugs and/or alcohol will receive a medical examination. In non-emergency situations, if a parent or guardian cannot be contacted, the juvenile will be transported to St. Claire Hospital where an administrative procedure will be followed by the hospital to administer medical treatment.
 - 2. All juveniles being transported to Remann Hall for detention for felony charges shall be fingerprinted and photographed. Remann Hall personnel perform this function and maintain all records of identification.
 - 3. All juveniles being transported to Remann Hall for detention shall be taken there as soon as practicable.
 - 4. Juvenile violators will not be transported with adult violators. Juveniles will not be placed in the same temporary holding room with an adult violator.
- E. Notification to Parent(s): An officer shall notify a parent (guardian) when a juvenile has been detained in Remann Hall as soon as practicable, and shall inform them of the reason for the arrest and the disposition of the juvenile.

44.2.3 Juvenile Custodial Interrogation

Principle: Standard 1.2.3 provides guidelines for custodial interrogations. Custodial interrogation of juveniles creates additional considerations addressed as follows.

Practices:

- A. Notification / Presence of Parent(s): In many cases, a parent will be contacted prior to the interrogation and advised of the reason for the interrogation although contact with a parent prior to interrogation of a juvenile is not required. It is not required that a parent be present during the interrogation, although the parent's

presence may be helpful at times. If a parent insists that he/she be present during an interrogation, a supervisor shall be contacted prior to the interrogation. The supervisor will consider the following factors when deciding whether or not to allow the parent to be present.

- The crime being investigated
- The age of the violator and ability to understand his/her constitutional rights per Miranda
- The desire of the juvenile to have his/her parent present

B. Interrogation:

1. The duration should be limited to a reasonable amount of time and should not be of such length or conducted in such a manner as to cause undue stress for the juvenile being questioned.
2. Normally, no more than two officers conduct interrogations. If more are needed the reason must be documented.

C. Explanation of Juvenile Justice Procedures: Any officer conducting a custodial interrogation shall ensure the juvenile has been provided an explanation of the department's practices involving juvenile offenders and the process within the juvenile justice system. (Rev. 02/10)

44.2.4 School Resource Officers (Liaison)

Principle: The Clover Park School District contracts with the city of Lakewood to provide a dedicated School Resource Officer in each high school and middle school in the district. This is accomplished as an "off-duty" assignment where the officer is paid directly by the district. The officer works closely with school administration, security, and other staff to address concerns related to security and criminal activity on and around the campus. Officers assist school staff in discipline issues by providing non-professional counseling to students and acting as mentors to students.

44.2.5 Community Recreational Youth Programs

Principle: The Lakewood Police Department encourages its employees to become active in community programs designed to promote the development of youth, including the Come Out and Play Sports (COPS) program, mentoring programs, and the Police Explorer program.

CRIME PREVENTION AND COMMUNITY INVOLVEMENT

45.1 CRIME PREVENTION

PHILOSOPHY: Community policing is the core philosophy of the entire Lakewood Police Department. The reduction of crime, through the efforts of community mobilization and increased responsiveness to the citizens of Lakewood, is the Department's ultimate goal. The Lakewood Police Department is committed to the development and perpetuation of proactive community crime prevention programs in partnership with citizens to reduce crime. Crime prevention requires a coordinated department-wide effort to anticipate and appraise crime risks followed by the initiation of positive action to remove or reduce the risk.

45.1.1 Crime Prevention

Principle: The Lakewood Police Department's crime prevention function is based in the Community Policing Section of the Patrol Operations Unit and conducts the below described minimum functions:

- A. **Programs Based on Crime Type and Geographic Area:** Crime trends involving crime type and/or geographic area are identified through the combined efforts of the Operations units, the Criminal Investigations Unit (CIU), and the Crime Analyst. Crime trends exhibiting the greatest severity will receive priority for preliminary evaluation by the Neighborhood Police Officers (NPO's) in the Community Policing Section. Once the preliminary evaluation is completed, personnel from the Community Policing Section will meet with the affected operational units and develop a coordinated response by the Police Department.
- B. **Addressing Community Perceptions:** One of the major concerns of any police department is the creation of a community climate of safety and well-being. Citizen attitudes concerning public safety are based on their individual perception of crime. Community perceptions concerning crime will be identified and crime prevention programs will be targeted to alleviate these concerns. When community misperceptions of crime are identified, public education programs directed at informing the community and removing the misperception will be implemented.
- C. **Evaluating Program Effectiveness:** The effectiveness of all crime prevention programs will be evaluated at least once every three years. The evaluation will consist of the measurement of program accomplishments against specific criteria developed for each program. A vital aspect of the program's value is the community's opinion of the worthiness of the program. Citizen feedback will constitute an important portion of the evaluation. The evaluation with recommendations will be forwarded via the chain of command to the Chief of Police for a determination whether to continue or discontinue the program.

45.1.2 Crime Prevention Groups

Principle: The Community Policing Section works in cooperation with other members of the Police Department, local government, individual citizens, civic organizations, and other government agencies in designing, implementing, evaluating, and maintaining effective crime prevention programs. The purpose of these activities is to provide education and to cultivate positive communication, cooperation, and citizen motivation towards a common goal of decreasing preventable crimes.

45.1.3 Interdepartmental Crime Prevention Input

Principle: Various Police Department units and sections cooperate with other City of Lakewood departments by providing crime prevention input into the development and/or revision of building codes, building permits, business licenses and other areas when the law enforcement perspective is desired.

45.2 COMMUNITY INVOLVEMENT

PHILOSOPHY: The Lakewood Police Department encourages and relies on community involvement in identifying community priorities, initiating community oriented policing solutions, and providing essential feedback. The development and maintenance of this valuable relationship is the responsibility of each member of the Lakewood Police Department.

45.2.1 Community Involvement

Principle: The Community Policing Section coordinates the Department's efforts by performing the following functions and practices:

Practices:

- A. Facilitating Community Involvement:** The Community Policing Section facilitates community involvement by establishing liaison with formal community organizations and other community groups. Occasionally it becomes necessary to organize a group of community members that have not been previously organized or involved in a Crime Prevention program. These groups may be developed to address specific issues related to commonalities besides geographic location or business operations. Such groups should be coordinated with the assistance of the Community Policing Section. Some of the programs developed include:
1. Block Watch groups: Developed to provide an organized format in which the Department can share information, teach crime prevention methods, address concerns, and gather feedback.
 2. Neighborhood Associations:
 - South Lakes
 - Pacific
 - Northeast Lakewood
 - Lakeview
 - Central Lakes (Lake City)
 - North Lakewood
 3. Crime Free Multi-Housing: Developed to assist landlords in creating effective partnerships in a neighborhood environment, and fostering a safe and healthy place to live. Refer to the Crime Prevention SOP.
 4. Crime Free Motel/Hotel: Developed to assist landlords in creating effective partnerships, teach crime prevention methods, and foster a safe and healthy place to stay. Refer to the Crime Prevention SOP.
 5. Crime Free Mobile-Housing: Developed to assist residents and landlords in creating effective partnerships in a neighborhood environment, and fostering a safe and healthy place to live. Refer to the Crime Prevention SOP.
 6. Crime Free Mini-Storage: Developed to assist landlords in creating effective partnerships and teach crime prevention methods. Refer to the Crime Prevention SOP.
 7. Business Crime Prevention Programs: Developed to provide the business community members with specific information on crime prevention methods. Programs also allow similar business operators an opportunity to keep current on trends within their businesses and share information that will assist the efficient operation of their businesses. Examples of such programs include, but are not limited to:
 - a. Motel Sweeps
 - b. Raising the Bar program
 - c. Sexually Oriented Business Sweeps

8. Ethnic Outreach groups:
 - a. Korean American Police Advisory Group (KAPAG)
 - b. Latino Police Advisory Board (LPAB)
 - c. Lakewood African American Police Advisory Committee (LAAPAC)
9. Business Associations:
 - a. Crime Free Advisory Council
 - b. Hotel/Motel Association
 - c. Bar Owners Association
- B. Responsibility for Community Involvement Objectives: Each year the department prepares goals and objectives for the agency. Community involvement objectives are included and are critical to the overall success of the department. Individual members of the department primarily achieve the objectives during contacts with members of the community. All Lakewood Police Department members are encouraged to join, participate, or attend community functions. Department members are encouraged to seek input at every opportunity and direct that input as necessary to create action.
- C. Publicizing Department Objectives and Success: The personnel assigned to the Community Policing Section also assist the department's Public Information Officer (PIO) to publicize the Department's objectives, problems, and successes.
- D. Transmitting Information: Information received, directly or indirectly, from citizen groups may be communicated to the department by various means, including:
 - Crime Analysis Bulletins: The Crime Analyst publishes information on current crime trends
 - Service Requests: Concerns related to specific problems/crimes received from citizens
 - General concerns about department standards or effectiveness reported through electronic mail
- E. Improving Department Practices: The information regarding concerns about department practices, shall be reviewed in order to determine if the department can improve police-community interaction through changes to standards and practices or to identify training needs.
- F. Develop Problem Oriented or Community Policing Strategies when needed.
- G. Community Involvement Practices: In addition to this chapter of the Manual of Standards, the Community Policing Section has created specific guidelines associated to the individual programs coordinated by the section.

45.2.2 Quarterly Reports

Principle: The Community Policing Section will prepare a quarterly report to submit to the Chief of Police and other affected personnel. The report shall include, at a minimum:

- A. A description of current concerns voiced by the community.
- B. A description of potential problems that have a bearing on law enforcement activities within the community.
- C. A statement of recommended actions that address previously identified concerns and problems.
- D. A statement of progress made toward addressing previously identified concerns and problems.

45.2.3 Preparation of Quarterly Reports

Principle: The Community Policing Section has been selected to coordinate the community involvement function of the Department. In order to effectively accomplish this task and ensure responsiveness to community feedback, the unit must receive information from all department members regarding community involvement. Individual department members shall provide feedback regarding their observations or concerns about community involvement to the Community Policing Section via electronic mail, as needed.

45.2.4 Citizen Surveys

Principle: The Public Information Officer will coordinate a survey of citizen attitudes and opinions a minimum of every three years. The survey shall, at the minimum, address:

- A. Overall department performance.
- B. Overall delivery of service by department employees.
- C. Officers' attitudes and behavior toward citizens.
- D. Community concerns over safety and security within the agency's service area as a whole.
- E. Recommendations and suggestions for improvements.

45.2.5 Written Summary of Citizen Surveys

Practice: The results of the citizen survey are compiled and a report is provided to the chief of police.

CRITICAL INCIDENTS, SPECIAL OPERATIONS AND HOMELAND SECURITY

46.1 CRITICAL INCIDENTS

PHILOSOPHY: The occurrences described in this chapter are infrequent, but can be devastating if and when they occur. Police agencies and individuals must prepare to address such occurrences locally and regionally. Clearly identified plans, tasks, and resources help to alleviate stress and confusion during an event and bring it under control as effectively as possible.

46.1.1 Coordination

Principle: The Patrol Lieutenant shall be responsible for coordinating the planning function for response to critical incidents and ensure the Lakewood Police Department is prepared to respond to critical incidents as described in this chapter.

46.1.2 All Hazards Plan

Principle: In the event of a critical incident, the planned response by Lakewood Police Department personnel is imperative. Critical or unusual incidents may include man-made or natural disasters, pandemics, bomb threats, mass arrests, hostage/barricaded subjects, acts of terrorism, civil unrest or pre-planned special events. To facilitate the organization of the department's response, the following principles and practices shall apply.

Definitions:

- A. Incident Command Post (CP): Refers to a location designated for the function of coordinating incident management to include: identification of needs, procurement of resources, utilization of personnel, establishment of priorities, and coordination of operations.
- B. Incident Commander: A Lieutenant or above will normally serve as the Incident Commander, although the field supervisor shall establish a CP and serve as the Incident Commander until the arrival of a Lieutenant or higher rank. The Assistant Chief or the Chief of Police may assume command of an incident at any time.
- C. Emergency Coordination Center (ECC): Refers to a predetermined location specially equipped to provide coordination of Phase III Mobilization events/occurrences. The Chief of Police or designee shall serve as the Police Department Incident Commander when the ECC has been activated.
- D. Incident Management Team (IMT): This is a team comprised of Lakewood Police Department, West Pierce Fire & Rescue, and Lakewood Public Works personnel who are specifically trained to respond to large scale or extended operations to perform the duties of various Incident Command System (ICS) positions, primarily command and general staff, in accordance with the National Incident Management System (NIMS).
- E. Phase I Mobilization: Phase I mobilization is an incident requiring the use of only on-duty personnel. The Incident Commander may declare this phase when additional on-duty personnel from department-wide resources will be required. This does not include the assistance provided by the Criminal Investigations Unit or Traffic Section to investigate major crimes and traffic collisions. Requires CDO notification per Standard 12.1.2.B
- F. Phase II Mobilization: Phase II mobilization is an incident requiring the call-in of off-duty personnel or a request for mutual aid from other law enforcement agencies for the specific purpose of providing normal patrol services or to bring an incident to closure. The Incident Commander may declare this phase. This does not include the assistance provided by the Criminal Investigations Unit or Traffic Section to investigate major crimes and traffic collisions. This also does not include assistance from the Public Works Department in accordance with Chapter 61 of this manual, or requests for K-9 assistance from neighboring agencies. IMT activation is required. Requires CDO notification per Standard 12.1.2.B

- G. Phase III Mobilization:** Phase III mobilization is an incident requiring multiple City of Lakewood Departments and/or emergency service agencies to become mobilized for an incident and the ECC is activated. Phase III mobilization may require the cancellation of vacations and days off for Lakewood Police Department personnel. The Chief of Police or designee may initiate steps to activate the ECC. IMT activation is required. Requires CDO notification per Standard 12.1.2.B

Mobilization Practices:

- A. Communications:** The Lakewood Police Department shall use normal radio communications coordinated by the SOUTHSOUND 911 Communications Center. If normal radio communications become inoperable, other options exist and may be utilized.
1. **Alternate Channels:** Alternative channels of the police radios may be used if towers are still functioning.
 2. **Mobile phones:** Mobile phones may be utilized. These phones provide both "push to talk" and cellular capabilities.
 3. **Hamm Radio Operators:** A volunteer organization of Hamm radio operators normally will respond in the event of a major disaster to the ECC to provide assistance with communication. The volunteer organization is listed in the Emergency Resources Manual and may be requested for other major incidents as well.
- B. Alert Stages:** Refer to the mobilization phases provided in this Standard.
- C. Primary and Alternate Assembly Areas:**
1. **Phase I and Phase II Mobilization:** Personnel shall report to a location and supervisor designated by the Incident Commander.
 2. **Phase III Mobilization:** Personnel shall report to the Police Department Turn-out Room.
 - a. **Alternate Location:** If the Police Turn-out Room has sustained damage that makes it unusable, personnel shall respond to the Lakewood Municipal Court Chambers.
- D. Equipment Distribution:** Phase II and Phase III mobilizations may require special distribution of equipment. Personnel shall ensure all assigned equipment is immediately available and shall not take any additional equipment (flashlights, cones, spare radios, etc.) without authorization from a designated supervisor.
1. **Respirators:** Police personnel with first responder responsibilities have been issued respirators to be used per provided training. The Respiratory Protection Program (RPP) governs the use of respirators, their maintenance, and necessary documentation.
 2. **Personal Protection Equipment (PPE) Kit:** PPE Kits are available for all first responder vehicles. The kit contains a Level B Hazardous Materials Suit, gloves, booties, sealing tape and a replacement Advantage 1000 CBA-RCA canister.
 - a. **Use:** In the event there is a release of a suspected Weapon of Mass Destruction and there is a probability that you will be exposed or you are securing/containing the scene, the PPE Kit is available for use. Use of the PPE Kit is to be in accordance with the training provided and documented in a case report.
- E. Special Weapons And Tactics (SWAT) Activation:** The Incident Commander will assess the need to activate SWAT. The Incident Commander or designee will make any necessary requests for assistance.
- F. Key Personnel Designations:**

1. Police Representative at ECC: The Chief of Police and/or designee shall perform this function. This representative will perform incident management responsibilities related to the Lakewood Police Department.
2. Phase II and Phase III Mobilization: Depending on the nature and scope of the incident, additional command positions may become necessary in order to facilitate the overall incident command (see 46.1.3 through 46.1.7). These positions shall report directly to the Incident Commander. The responsibilities can include:
 - G. Coordination with Emergency Management Personnel: The coordination with other local, state, and federal emergency services providers shall be coordinated through the ECC or CP.
 - H. Transportation Requirements: The IMT shall coordinate additional transportation needs with ECC if open. The need for additional transportation may be for evacuation, personnel movement, or movement of persons in-custody.
 - I. Management Control Measures: In the event of emergency mobilization, the Incident Commander shall utilize written plans and procedures, and may:
 1. Temporarily direct tasks or reassign functions of employees within any division.
 2. Suspend agency response to all non-emergency calls and/or request mutual aid assistance from other law enforcement agencies.
 - J. Training: The Lakewood Police Department trains all personnel in the Incident Command System described in this MOS and in the ECC plan. Training Exercises are conducted annually and may involve all or some Police Personnel. Records of such training exercises shall be included in effected personnel's training records.
 - K. Evaluation: After an incident requiring Phase II or Phase III mobilization, an after action report shall be completed by the Incident Commander. The report will evaluate all components of the Incident Command System and make recommendations for improvements. At least every three years, the Emergency Operations Manager shall write an analysis of incidents and training effectiveness.
 - L. Rehearsals: The City of Lakewood's Emergency Management Plan directs that the Emergency Operations Manager is the lead in developing drills, exercises, and simulations. These exercises may be conducted jointly with local, state, and federal emergency service agencies. The Lakewood Police Department shall support and participate in these exercises when so requested.
 - M. Response to Natural and Manmade Disasters:
 1. Police Functions: The nature and scope of the disaster will impact the ability to provide all or any of the below listed functions. The Lakewood Police Department will attempt to provide the following functions:
 - a. Evacuation: This is the act of warning and assisting in the movement of persons out of areas in immediate danger of destruction or contamination. The police department is responsible for conducting evacuations. Once the destruction or contamination has occurred in an area, attempts to locate and recover persons are a search and rescue function. Refer to Standard 46.2.5 for specific information regarding the search and rescue function. In some instances the police department will assist in the search and rescue function.
 - b. Traffic Control: The responsibility to ensure the smooth flow of both vehicular and pedestrian traffic to limit exposure to danger and ensure ability to move necessary resources.

- c. Crowd Control: The responsibility to limit the further impact of crowds on the ability to stabilize and maintain order in the impacted and surrounding areas.
 - d. Security: The responsibility to prevent looting and protect designated public facilities.
2. Initial Response:
- a. Man-made disasters such as fires, explosions, aircraft crashes, allow for the scene to be contained in most instances. In these instances the following practices should apply:
 - 1. Initial Officer(s) On-Scene: Safety of the officer and others will always be the primary consideration.
 - 2. Evaluate: Assess the damage and injuries.
 - 3. Provide Immediate Assistance: Normally an officer should not perform rescues. If persons can be evacuated from the scene without endangering the officer, then persons should be removed from the scene. The officer should provide information to the field supervisor regarding the resources needed to perform rescues.
 - 4. Secure the Area: The officer should provide access routes for additional emergency vehicles and secure the area.
 - 5. Provide Update Information: The officer shall provide updated information on the situation until a police supervisor arrives on-scene.
 - b. First Supervisor On-Scene: The first supervisor on the scene shall establish an Incident Command Post and contact the IMT to provide information regarding the scope of the incident.
 - c. The Incident Commander shall determine the necessary mobilization phase and take steps to implement the appropriate mobilization.
 - d. Natural disasters such as floods, volcanic eruptions, and earthquakes do not allow for normal police responses or scene containment due to the scope of impact. When disasters have a widespread impact, officers shall adhere to the following practices.
 - 1. Safety of the officers and others will always be the primary consideration.
 - 2. Evaluate: Each officer should take immediate steps to assess the damage and injuries that have occurred in their assigned district or other area of responsibility.
 - 3. Immediate Assistance: Widespread disasters make it difficult for any one person to assess where their resources are best used. Therefore officers\CSOs should attempt to completely assess their areas of responsibility prior to providing any immediate assistance. There will be situations when an officer\CSO can provide immediate assistance without committing resources for an extensive period and this type of assistance should be accomplished.
 - 4. Report Conditions: The officer shall immediately report their status after a disaster has occurred. The officer shall continue to provide periodic reports of conditions as they evaluate their areas of responsibility. If the police radios are not functioning, an officer shall evaluate their area of responsibility and immediately return to the Lakewood Police Department for further assignment.
 - 5. Supervisors: The field supervisor will ensure the status of each employee in the field, take steps to locate missing employees in the field, and monitor the evaluation of damages and injuries. All other on-duty supervisors shall report to the Incident Commander for assignment.

6. The Incident Commander shall determine the necessary mobilization phase and take steps to implement the appropriate mobilization. The Incident Commander shall determine what additional emergency coordinator positions must be filled and take steps to fill any necessary positions.
7. Other Considerations:
 - a. State of Emergency: Only the Governor may proclaim a state of emergency. Requests for the Governor's assistance shall be made through the ECC. During a state of emergency certain acts can be prohibited and restrictions imposed. Refer to RCW Chapter 43.06.
 1. Local Proclamation of a Disaster: The ECC manager will be responsible for coordinating the proclamation of a disaster. He/she shall contact the designated City of Lakewood elected official who will provide the official endorsement for the written proclamation. The written proclamation will be forwarded to the Governor's office.
 2. Restricted Access: RCW 38.52.400 permits a Chief of Police to restrict access to a specific search and rescue area. Access shall be restricted only for the period of time necessary to accomplish the search and rescue mission.
 3. Hazardous Materials: A hazardous materials incident occurs whenever any substance or material in any form or quantity is mishandled, spilled, leaking, or improperly disposed and becomes an unreasonable risk to the safety and health of persons or creates immediate danger to property. A hazardous materials incident shall be considered a manmade disaster and Standard 46.1.3 shall apply. Hazardous material incidents create several additional response requirements. Although the Fire Department and their Hazardous Materials Response Team will have scene management and command authority, it is the Lakewood Police Department's intent to provide all necessary assistance in order to protect the community. Therefore the following practices will apply during hazardous materials incidents.
 - a. Police Functions: The nature and scope of the hazardous materials incident will impact the ability to provide all or any of the below listed functions. The Lakewood Police Department will attempt to provide the following functions.
 1. Evacuation: This is the act of warning and assisting in the movement of persons out of areas in immediate danger of destruction or contamination. The police department is responsible for conducting evacuations. Once contamination has occurred in an area, an attempt to locate and recover any person is a rescue function.
 2. Traffic Control: The responsibility to ensure the smooth flow of both vehicular and pedestrian traffic to limit exposure to danger and ensure ability to move necessary resources.
 3. Crowd Control: The responsibility to limit the further impact of crowds on the ability to stabilize and maintain order in the impacted and surrounding areas.
 4. Scene Security: The responsibility to maintain the integrity of the scene and the security of Police and rescue personnel present.
 - b. Initial Police Response: Often the police will be the first responders to hazardous materials incidents. Officers\CSOs arriving on the scene shall adhere to the following practices:
 1. Evaluate:
 - STAY BACK AND EVALUATE THE SCENE FROM A SAFE DISTANCE

- Remain upwind and uphill
 - Assess injuries and/or damage – DO NOT ATTEMPT RESCUES
 - Attempt to determine access routes for additional emergency vehicles
 - Provide continuous updates of the situation until the Fire Department arrives
2. Scene Precautions:
- Do not walk in or touch any spilled material – treat all materials as hazardous until identified
 - Avoid inhalation of all gases, fumes, and smoke
 - Turn off vehicles air conditioning (vents) and roll up windows
3. Material Identification:
- Attempt to locate and detain any person(s) having information on the type of material(s) involved
 - Attempt to identify materials by placards on vehicles when applicable
- c. Patrol Supervisor Response: A Patrol Supervisor shall respond to the Incident Command Post established by the Fire Department. When necessary, the supervisor shall deploy police personnel for the purposes of evacuation, traffic control, crowd control, and scene security. The supervisor shall assess the impact the incident shall have to police resources and notify the Command Duty Officer so that an emergency mobilization phase (if any) may be determined.
- The Police Department's mission during hazardous materials incidents is to assist the Fire Department.
 - Assistance may include the investigation of the incident and any related criminal activity.
4. Clandestine Drug Laboratory Practices: Clandestine drug labs present not only hazardous material concerns, but also specialized investigative and disposal requirements. Therefore upon discovery of a suspected clandestine drug lab the following practices shall apply.
- a. Evacuate the Scene: Officers shall quickly but safely withdraw from the scene and detain any person located at the scene. Remember to consider possible contamination and attempt to reduce additional exposure to personnel and/or equipment. If possible, the entry point should be left open to allow ventilation.
- b. Safety: Do not touch anything and do not attempt to alter the existing environment.
- c. Notify: Immediately notify the Patrol Sergeant and the Fire Department. Advise the Fire Department of the nature of the incident and the need for a Haz-Mat response.
1. If a Metro Lab Team member is available the patrol supervisor shall have that person respond to assess the situation. The Patrol Supervisor shall contact the Special Operations Supervisor or CIU Lieutenant in order to request personnel from the Special Operations Unit.
 2. The Special Operations Supervisor or Lieutenant shall determine the extent of the response based on the information supplied by the responding member of the Metro Lab Team.
- d. Containment: Establish an inner perimeter and secure the area to prevent entry.
- N. Civil Disturbances: A civil disturbance may erupt from various forms of legal public gatherings or may be sparked and quickly escalate from a single, high profile incident. The manner in which the Lakewood Police Department responds to a civil disturbance is directly related to its ability to control and defuse the incident; contain property damage, and injury or loss of life. Police officers confronting civil disturbance and those called upon to assist in these incidents shall follow the practices of containment, evacuation, communication, force response, and command and control as enumerated in this standard. Extensive planning and

preparation on behalf of the Police Department may prevent legal public gatherings and demonstrations from escalating into a civil disturbance. The Lakewood Police Department is committed to providing assistance to organizations and citizens wishing to peacefully demonstrate and exercise the rights guaranteed by the United States Constitution. A representative of the Lakewood Police Department shall attempt to contact leaders of groups planning to demonstrate and offer to work with the group in the planning of the demonstration in order to ensure the safety and protection for the demonstrators as well as the general public. Refer to Standard 46.1.8, Special Events, for specific provisions to be addressed during the planning and preparation of the Police Department's involvement in any demonstration or legal large-scale gathering.

1. Civil Disturbance: An unlawful assembly that constitutes a breach of the peace or any assembly of persons where there is imminent danger of collective violence, destruction of property or other unlawful acts.
2. Factors to consider for arriving officers:
 - a. Evaluation: Observe the situation from a safe distance to determine if the gathering is currently or potentially violent. Attempt to identify the leaders or individuals involved in criminal acts. Notify SOUTHSOUND 911 Communications and the field supervisor of the nature and seriousness of the disturbance.
 - b. Dispersal: A quick demonstration of police presence in sufficient strength to gain control of an incident is critical to successfully preventing further escalation. If first responding officers attempt to disperse a crowd with insufficient police personnel and are forced to withdraw, a disturbance may quickly escalate. Therefore, an officer shall not attempt to disperse a crowd without sufficient additional police assistance.
 - c. Staging Area: Determine a staging area where additional responding officers will gather.
3. Factors to consider for Supervisor: The field supervisor shall respond to the scene of disturbance, or the staging area if one has been determined.
 - a. Assessment: The field supervisor will assess the immediate situation for seriousness and its potential for escalation. If the disturbance is minor in nature and adequate resources are available, efforts should be made to disperse the crowd.
 - b. Dispersal: The field supervisor shall ensure dispersal is performed according to state law. Refer to RCW Chapter 9A.84. An order to disperse shall be provided by the field supervisor prior to any dispersal tactics being deployed.
 - c. Incident Command Post (CP): If the immediate dispersal does not occur, the field supervisor shall determine where to locate an incident command post. It may be the same as the staging area if it provides adequate security from the disturbance.
 - d. Containment: If immediate dispersal is not an option due to limited police resources, the field supervisor shall ensure that steps are taken to contain the disturbance and prohibit access to the affected area.
 - e. Notification: The field supervisor shall notify the patrol supervisor and provide him/her with the necessary information in order to determine a mobilization phase.
 - f. If an immediate Phase II mobilization is necessary the field supervisor (Incident Commander) may declare it and request the required mutual aid.
4. Patrol Supervisor: The patrol supervisor will determine the necessary mobilization phase for the incident, take steps to activate the necessary mobilization, and respond to the CP and assume incident

command. When adequate personnel and resources are in place the Incident Commander will implement one or more of the following options.

- a. Containment and Dialogue: The objective of containment and dialogue is merely to disperse the crowd. To accomplish this, the Incident Commander should:
 1. Establish contact with crowd leaders to assess their intentions and motivation and develop a trust relationship.
 2. Communicate to the participants that the assembly is in violation of the law and will not be tolerated, that the police wish to resolve the incident peacefully, and that acts of violence will be dealt with swiftly and decisively.
 3. Request the crowd disperse in an orderly fashion.
- b. Physical Arrest: When appropriate, the Incident Commander will order the arrest of crowd leaders, agitators or others engaged in unlawful conduct. The Incident Commander will ensure the following:
 1. Ensure the availability of protective equipment for the designated arrest teams.
 2. Ensure the availability of transportation for arrestees.
 3. Ensure that adequate numbers of back-up officers are readily available, should the arrest teams require additional assistance.
 4. Refer to Standard 46.1.3 for Mass Arrest Practices.
- c. Less Lethal Force: When appropriate, the use of less lethal force may be deployed in order to disperse the crowd. The Incident Commander will ensure the following:
 1. A clear path of escape is available for those who wish to flee the area.
 2. The use of chemical agents, smoke, or other less lethal devices is coordinated, controlled, and only deployed by police officers that have received specialized training in the use of the device being used.
5. Deactivation: When the disturbance has been brought under control, the Incident Commander shall ensure that witnesses, suspects and others shall be interviewed or interrogated; and that all law enforcement personnel engaged in the incident shall be accounted for and an assessment made of personal injuries.
- O. Mass Arrests: It is impossible to anticipate all situations that mass arrests may become necessary. Therefore, the practices surrounding mass arrests must remain flexible and be adapted to the variables that may exist. However, it is vital that some practices remain consistent; and all the listed mass arrest considerations are addressed in the planning phase of implementing mass arrests.

Practices:

1. Arrest Practices: When mass arrests become necessary the following practices shall apply:
 - a. Arrest will occur with the use of arrest teams that will consist of a minimum of two (2) officers.
 - b. All force used on peaceful demonstrators shall be approved by the Incident Commander prior to its use.

- c. Arrests, if possible, should be videotaped.
 - d. A system should be used to clearly distinguish each arrest. This system shall allow the following information to be quickly established for each arrest during the mass arrests:
 - Date / time of arrest
 - Arresting officer
 - Case number
 - Charge
2. Juvenile Offenders: Arrested juveniles shall be separated from adult offenders as soon as possible. Juvenile offenders will be transported to a separate detention facility.
3. Transportation: The Incident Commander shall ensure that adequate transportation is available to remove arrested persons from the scene.
4. Detention Facilities: In some instances, the arrested persons may be transported to a temporary detention area away from the scene, processed, and released on a criminal citation. When arrested persons are to be booked, arrangements shall be made prior to the arrests with a jail facility. A temporary detention facility may be established to accomplish the necessary processing for individuals. Adequate security must be in place at any temporary detention facility.
5. Evidence Collection: When mass arrests are going to occur, Police Department employee(s) shall be designated to coordinate the collection of evidence. Officers will provide evidence to designated employee(s) with the related case number. The employee(s) receiving the evidence shall document the date, item, and source of the submission.
6. Security: The Incident Commander shall ensure that any area used to process arrested subjects has adequate security to prevent escape and/or intrusion. This includes the use of facilities for those arrested.
7. Identification: Refer to Section A of this standard. The Incident Commander should also have a contingency plan for identifying arrested persons that are refusing to provide identification.
8. Interagency Agreements: The Incident Commander shall determine the mobilization phase for the incident and ensure the appropriate agencies are involved.
9. Defense Counsel Visits: Arrested persons have the right to legal counsel. However, that counsel will not be provided on-site at the scene of a civil disturbance requiring mass arrests. Arrestees will be allowed consultation with counsel at the permanent incarceration facility in accordance with that facility's policies and procedures.
10. Court / Prosecutorial Liaison: The impacted courts and prosecutor offices shall be notified of any mass arrests being conducted.
11. Public Information: Refer to Chapter 54.
12. Food, Water, and Sanitation: During extended operations of this nature, the Incident Commander may be faced with the necessity of planning for long term deployment, which includes provision of food, water, and sanitation facilities for personnel assigned to the operation, as well as for those arrested and awaiting transportation to permanent secured facilities.
13. Medical: Medical services will be assigned to a staging area on stand-by to respond to the medical requirements of officers, citizens, and arrestees.

- P. Hostage/Barricaded Person/ Active Shooter Situations:** In hostage/barricaded/Active Shooter situations, it is the philosophy of the Lakewood Police Department to consider the lives of the hostages, civilians, and officers involved to be of the utmost importance. Whenever reasonably possible, a peaceful resolution will be sought while maintaining the ability to use alternative approaches to resolve the incident. The practices provided in this Standard will apply in all hostage and/or barricaded subject situations.

Definitions:

1. **Hostage Situation:** Any situation where an individual is being held by another against his/her will by force or threat of force, expressed or implied.
2. **Barricaded Subject Situation:** Any subject, who in the commission of a criminal offense, is believed to be armed, has concealed his/her self within a structure or vehicle, and fails to obey police commands to resolve the situation.
3. **Active Shooter Situation:** Any incident which is ongoing and the suspect(s) are actively engaged in causing death or great bodily injury to others.
4. **Crisis Area:** A general or specific area that houses the threat posed to the community of the responding officers. This can be designated as a single structure, large section of buildings, city blocks or road network.
5. **Contact Team:** The deployment of police resources to an active incident by rapidly moving to and stopping the threat in order to prevent further loss of life or great bodily injury.

Practices:

1. **Contain the crisis area and assume incident command:** Patrol officers confronting hostage/barricaded subject/active shooter incidents may initiate necessary to protect the lives and safety of themselves and others consistent with Standard 1.3, Use of Force. Officers should immediately notify the field supervisor of the situation. The arriving officer will be designated as the initial incident commander until relieved of that duty by a senior officer or arriving patrol supervisor. The initial responsibilities of the Incident Commander are as follows:
 - a. Assess the situation and determine if a crime has been committed.
 - b. Establish an inner and outer perimeter.
 - c. Attempt to contact the suspect(s) and request that he/she surrender.
 1. Do not attempt to make contact until an inner perimeter has been established.
 2. Unless the suspect(s) indicate a willingness to surrender, do not negotiate with the suspect(s) or make any promises.
 3. Utilize any available means to communicate with suspect(s) available at that time. This includes through direct dialect, using SOUTHSOUND 911 Radio to "call-back" the phone number associated with the address or utilizing any amplified manes possible (patrol car loud speaker or bull horn).
 4. Continue emergency planning.
2. **Initiate Movement:** The Patrol Supervisor shall determine if any or all of the following notifications need to be made; determine if a Phase II or Phase III Mobilization is necessary; and then respond to the scene to assume Incident Command responsibilities.

- a. Metro SWAT Team: If the incident commander determines that the Metro SWAT Team is necessary to activate, he/she will contact the Command Duty Officer via SOUTHSOUND 911 Radio to request authorization. Upon approval SOUTHSOUND 911 Radio will, in turn, contact Sumner Police Radio to initiate movement of the Metro SWAT Team.
 1. A Metro SWAT Team response includes tactical and negotiation teams.
 2. Depending on the specific crisis the department is faced with it may be the decision of the incident commander to activate a Contact Team. Multiple Contact Teams may be used if the assets are available, the elements are trained, and execution is synchronized. Command of multiple contact teams will be the responsibility of the Incident Commander until officially relieved of his/her duties. The Incident Commander should, generally, not participate in any tactical operations until relieved of his/her duties or the situation dictates.
 3. A Contact Team will interdict any immediate threat / active shooter scenario. The Incident Commander will make every effort to notify the CDO, via SOUTHSOUND 911 Radio, as soon as feasibly possible to advise status of the current tactical situation.
3. Interaction: (See Metro SWAT Team Standard Operating Policy)
4. Notifications:
 - a. Command Staff: The notifications in Standard 12.1.2 shall be initiated by the Patrol Supervisor.
 - b. Criminal Investigations Unit (CIU): Contact the on-call CIU supervisor and request detectives respond to prepare any necessary search warrants and/or assist with collection of intelligence information.
 - c. Public Information: Contact the on-call PIO and request that he/she responds to the CP immediately.
5. Communications With Other Agencies: The Patrol Supervisor should request that SOUTHSOUND 911 Communications notify surrounding agencies so that allied agencies are aware of the situation. If a Phase II or Phase III Mobilization has been declared and outside agency assistance is needed, the Patrol Supervisor shall advise SOUTHSOUND 911 Communications of the assistance requested, a location for outside agency personnel to report to if applicable, and the appropriate radio channel for the operation.
6. Establish Perimeters: The first officer on the scene shall establish an inner perimeter as soon as possible to contain the incident.
 - a. Factors to consider when establishing an inner (tactical) perimeter:
 1. Contain the actual crisis site by providing 360 degree physical coverage.
 2. Officers on inner containment must have visual and radio contact with assisting officers on their left and right flank.
 3. No movement allowed into or out of crisis site.
 4. Tactical incident commander provides sectors of fire to containment officers; this prevents any cross-fire scenarios.
 5. SWAT building numbering system will be used to aid in coordinated effort.
 6. Tactical Command Post will be established outside of inner perimeter. This location should be sheltered from the threat posed by the suspect(s) but close enough to grasp overall situational awareness of the incident.
 7. Continue emergency planning procedures. Request additional police forces as soon as possible.

- b. Factors to consider when establishing an outer-perimeter:
 - 1. All non-essential foot and vehicular traffic will not be allowed into crisis area. Use of city barricades may be used to facilitate closing the outer perimeter.
 - 2. Incident Command Post will be established within the outer perimeter. This CP must be easily accessible by incoming emergency service workers.
 - 3. Attempt to use an open area near a major landmark/road intersection to allow for smooth flow of follow-up police and fire forces. This area will be designated as the staging area for arriving forces.
 - 4. Continue emergency planning procedures. Request additional police forces as soon as possible.
- 7. Evacuation: As soon as reasonably possible, residences and businesses within the outer perimeter should be evacuated. Ensure that persons are interviewed and information gathered as they are evacuated. If evacuation is impossible due to hazards, such as threat from the crisis area, occupants should be contacted and advised of steps to be taken to provide additional protection within their residence or business.
- 8. Evacuation of Injured Persons: Evacuate injured persons if it can be done without creating unreasonable hazard to police personnel.
- 9. Establish an Incident Command Post (CP): The CP should be located between the inner and outer perimeters. Consideration should be given to necessary space in selecting a CP location. The CP may have to accommodate several command personnel and liaisons.
 - a. Determine if a Phase I Mobilization may be used.
 - b. Notify the Patrol Supervisor and provide sufficient information to determine if a Phase II or Phase III Mobilization will be required.
 - c. Provide incident command until relieved by a Sergeant or Lieutenant.
- 10. Request EMS / Surveillance Equipment: If the Incident Commander has not already requested medical aid and fire to stage, the Patrol Supervisor shall make this request to SOUTHSOUND 911 Communications. The IC will ensure that pursuit/surveillance vehicles and authorized stopping tools are available in case suspect(s) are inadvertently allowed to escape containment during the incident.
- 11. Authorization for Media Access: The PIO shall coordinate with the IC to determine where the media will be allowed access to and what information may be released.
- 12. Authorization to Use Force / Chemical Agents: All operations conducted by the Metro SWAT Team within the city limits will be in accordance with the current Metro SWAT Team SOP.
- 13. Use of Trained Negotiators: A Metro SWAT Team response includes tactical and trained negotiation teams. The teams train together and respond as a unit.
- 14. Pursuit / Surveillance Vehicles and Control of Travel Routes: The IC will ensure that pursuit/surveillance vehicles are deployed along routes of travel to/from the incident scene, and that authorized stopping tools are available in case suspect(s) are inadvertently allowed to escape containment during the incident.
- 15. After-Action Report and Community Debriefings: The Incident Commander, field supervisor, and team leaders shall ensure all involved officers complete all General and Supplemental Reports regarding their activities during the incident. These reports shall be completed as soon as reasonably possible.

- a. Debriefings: An Incident Debriefing with all involved personnel will normally occur immediately following the incident.
 1. The Tactical Team Leader will ensure the SWAT Team conducts an in-depth tactical debriefing immediately upon return to the staging area or other designated debrief area.
 2. The Incident Commander will ensure the patrol response force conducts an in-depth debriefing as soon as feasibly possible, taking into account call volume and shift extensions.
 3. The designated PIO will ensure a community debriefings conducted as soon as the tactical situation permits. This debriefing will be conducted to ensure the community understands what happened, what the outcome was, and why the operation had to be conducted.
 4. The Tactical Team Leader, the Incident Commander and any involved command staff will conduct a final debriefing within 72 hours of the termination of the tactical operation.
16. Crime Scene Management: The Incident Commander, at his or her earliest possible opportunity, will initiate call-out of the Lakewood Police CIU on-call detectives. Every effort must be made to preserve the original crime scene. See chapters 42, 83, and 84 for proper policy and procedure concerning crime scene management.
- Q. Bomb Emergencies: The Lakewood Police Department is responsible for coordinating the removal and disposal of explosives and Improvised Explosive Devices (IED's). These incidents can be extremely dangerous for all personnel and citizens if not handled in an expedient, safe, and coordinated effort. Therefore, to ensure the safety of all, the following practices have been established:

Bomb Threat Practices: Whenever the department is notified of a bomb threat the following practices shall apply:

1. Primary Officer Response: The arriving officer shall:
 - a. Ensure the supervisor is aware of the call and responds to the scene.
 - b. When approaching the vicinity, notify SOUTHSOUND 911 Communications of his/her arrival in the area and that he/she will be off the air. The Officer will then turn off the computer, portable radio, and will not transmit via the vehicle radio. The use of cellular telephones shall also be avoided in the area of the scene.
 - c. Make contact with the reporting party and an official in charge of the scene and explain police practices regarding bomb threats and evacuations.
 - d. Be responsible for documenting the incident.
2. Supervisor Response: When available, a patrol supervisor should respond to the scene using the same practice provided above in Section A2 and follow the protocol listed in the Patrol Supervisor Field Protocols book.
3. Evacuation: Evacuation of the scene shall be left to the judgment of the person in charge of the scene/building. In the event an evacuation takes place the following practices shall apply.
 - a. Evacuate persons into an open area at a distance believed to be reasonably safe (minimum 300 feet) based on information provided.
 - b. Notify persons in nearby buildings and provide an opportunity for evacuation if it is deemed necessary. Have doors and windows in nearby buildings opened.

- c. Establish necessary perimeters to deny access to the scene or evacuated area.
- d. Provide traffic control if necessary.
- 4. Building Search: In some situations a search will not be prudent. If a search is conducted the following practices shall apply:
 - a. Use a minimum number of personnel.
 - b. Use key or supervisory personnel from the scene/building. These persons should be familiar with the normal environment and know what looks out of place or unusual. Perform a thorough search.
 - c. Check for utilities and shut off those utilities that could contribute to any explosion.
 - d. Prohibit the use of radios, camera equipment, and smoking in the immediate area.
 - e. If anything suspicious is located DO NOT TOUCH ANYTHING IN THE AREA. Evacuate and notify the Patrol supervisor.

Bomb Practices: Whenever explosives or a suspected explosive device is located, the on-duty supervisor shall be notified immediately. The supervisor shall determine if any emergency mobilization is required and request a bomb disposal unit to respond. Instructions for requesting a hazardous devices squad to respond are found in the Sergeants' handbook. Refer to Chapter 12.1.2 for additional required notifications.

- 1. Disposal: The bomb disposal unit responds and coordinates Render Safe Procedures of Improvised Explosive Devices (IED's) or explosives. The bomb disposal unit supervisor shall determine if additional outside agency involvement is necessary for the safe disposal of devices. If outside assistance becomes necessary, the bomb disposal unit supervisor shall make the appropriate requests. EMS and the Fire Department may stand-by during Render Safe Procedures.
 - 2. Investigation: If criminal activity is involved the on-call Criminal Investigations Unit (CIU) Supervisor shall be notified. CIU shall respond and conduct the criminal investigation. The CIU Supervisor shall determine if the assistance of the Bureau of Alcohol, Tobacco, and Firearms (ATF) or the Federal Bureau of Investigations (FBI) is necessary. The CIU Supervisor should notify the ATF and FBI points of contact in all incidents involving suspected criminal activity. ATF and the FBI shall be notified of any actual bombing or attempted bombing and will assume jurisdiction for the investigation per Title XI of the Federal Organized Crime Control Act of 1970.
- R. After Action Reports: All written reports shall be completed as soon as possible following the incident to include a comprehensive documentation of the basis for and the department's response to the incident.

46.1.3 Command Function:

Principle: To provide for unity of command during critical incidents/unusual occurrence operations, the Lakewood Police Department Command Duty Officer (CDO) will be the ranking officer and assume Incident Command or Unified Command, if appropriate. The incident will dictate the type of incident command to establish. Once the chain of command is established, the Incident Commander will assign ICS positions as necessary.

- A. The Incident Commander could be the responding patrol officer, on-duty patrol supervisor, or other ranking officer until relieved. The Incident Commander will if necessary, activate the IMT.
- B. The Incident Commander will assure that a command post is established at a location that allows for easy communications and access, and yet does not place those at that location in jeopardy. The Incident Commander should assess potential hazards and specify appropriate security measures for command posts and public facilities. If necessary, guards may be posted to assure the security of the command posts and personnel and any other public facilities considered to be at high risk or of great importance.

- C. Once a command post has been established, the Incident Commander shall assess the initial operational needs to contain or resolve the incident. The operational needs may increase or decrease as the incident progresses. The initial assessment for mobilizing additional agency personnel shall be at the discretion of the Incident Commander. Some considerations might be resources already on duty, coverage for in-progress incidents not associated with the event, response time, as well as relief.
- D. At times it may be necessary to request additional aid and support from other law enforcement agencies. The Incident Commander will make this determination. Officers from other agencies will be assigned additional duties as needed.

All outside agencies are advised they will be under the command and control of the Lakewood Police Incident Commander and that autonomous ad-hoc action is not allowed without the permission of the Incident Commander.

Lakewood Officers shall not involve or deploy themselves in outside agency incidents unless specifically requested by that agency and then only with the express permission of the Chief or designee.

- E. A Staging Area should be considered at the onset of an incident. The purpose for a staging area is to hold incoming resources prior to assignment. These resources include officers from other agencies through a request for mutual aid, fire, hazmat, and apparatus equipment.
- F. At the Incident Commander's discretion, the Public Information Officer will be called in to coordinate and provide information to members of the news media regarding the incident.
- G. Maintaining the safety of all affected personnel shall be of the highest priority. At times, during an incident, such as but not limited to mass arrest and hostage / barricaded subjects, it may be necessary to utilize tactical teams such as SWAT or Civil Disturbance Unit (CDU). A Safety Officer may be assigned as part of the Command Staff.
- H. The Incident Commander will also:
 - 1. Determine at what point and how the committed resources of the Lakewood Police Department will be returned to their normal non-emergency status by:
 - a. Direct assessment of situational needs.
 - b. Gradual re-deployment of resources.
 - c. Debriefing of units as they are withdrawn.
 - 2. Compile a documented after action report at the completion of any major incident, whether natural, man-made or civil.

46.1.4 Operations Function: The operations function is responsible for the management of all tactical operations directly related to the primary mission.

- A. Establishing a perimeter shall be the responsibility of the first responding officer. The first responding officer will inform and direct additional arriving units until relieved. This perimeter will be far enough from the incident that it can encompass all critical areas and still maintain containment. If evacuation is necessary the IMT will coordinate.
- B. The Incident Commander should assess potential hazards and specify appropriate security measures for command posts, all agency personnel and public facilities. If necessary, guards may be posted to assure the security of the command post and its personnel and any other public facilities considered to be at high risk or of great importance.

- C. Adequate personnel will be utilized to ensure continuous security of temporary confinement locations, crime scene and other police facilities; this shall include the transportation of suspects as needed to the designated holding area or jail.

Upon arrival at a designated holding area, persons arrested will be identified, if possible, and photographed. A booking form will be completed and the photo attached to it. Upon arrival at the jail, persons arrested will be processed according to that facility's protocols.

- D. The police department will coordinate with the city traffic engineers to determine which thoroughfares are essential for vehicular movement within the city during emergencies and disasters and provide traffic control as needed.
- E. The operations function is responsible for conducting all post-incident investigations.

46.1.5 Planning Function:

- A. All hazard and critical/unusual occurrences cannot always be pre-planned. The Plans Section Chief (PSC) will complete an Incident Action Plan (IAP) and forward it to the IC for approval. The Professional Standards Section maintains all IAPs. This plan will include at the minimum, the time and date, case number, and any other information required on the operations plan template.
- B. The PSC gathers, accumulates and/or coordinates the acquisition and prioritization of intelligence information. This information will be given to the Incident Commander for dissemination and used for command and control of the incident.
- C. After the initial crisis has either been resolved or stabilized, the PSC shall designate specific personnel to evaluate and assess any casualties, injuries, significant property damage, roadway access, staffing, and any other issue that will needs assessment in order to restore order.

46.1.6 Logistics Function: The logistics function provides manpower, facilities, services, and supplies in support of the critical incident.

- A. The logistics function will ensure the appropriate use of portable radios, mobile radios, mobile telephones and land lines. Adequate supplies of batteries or recharging stations will be available.
- B. The logistics function will ensure that transportation needs are met for personnel and supplies.
- C. The logistics function shall be responsible for the coordination of all medical support.
- D. Appropriate supplies of and distribution of materials such as water, food, additional ammunition and other necessary equipment, including that of specialized teams, shall be the responsibility of this function.

46.1.7 Finance Administration Function: The finance and administrative function is responsible for all financial and cost analysis aspects of the critical incident. All information will be recorded as part of the IAP. This function will be responsible to:

- A. Record personnel time
- B. Procure additional resources.
- C. Record all expenses related to the critical incident.
- D. Document all injuries and liability issues.

46.1.8 Inspection of Specialized Equipment:

Principle: The Lakewood Police Department maintains specialized equipment to be used during unusual occurrences. The equipment may be assigned to a specific unit, employee or is unassigned. An inspection of the equipment shall occur quarterly, at a minimum. The assistant chief or designee is responsible for these documented inspections.

46.1.9 Annual Training

Principle: All Hazard Plan, Annual Training Required: All affected department employees will receive annual training in the Incident Command System (ICS) and the department's All Hazard Plan.

46.2 SPECIAL OPERATIONS

PHILOSOPHY: The Lakewood Police Department participates in a regional team, the Metro SWAT Team, in order to provide the highest quality and most cost effective police services during critical incidents requiring the deployment of a tactical team.

46.2.1 Special Operations Activities (See Metro SWAT SOP Chapter 1)

- A. Responsibilities: The On-Duty Shift Supervisor will maintain control of the incident until relieved by an Incident Commander.
 - 1. Contain the situation to the smallest level possible.
 - 2. Control the situation by establishing a perimeter.
 - 3. Communicate with the suspect(s).
 - 4. Call-Out by phone or public address system.
- B. Deployment (See Metro SWAT SOP Chapters 6 and 7)
- C. Coordination: When the Metro SWAT Team is activated, the Incident Commander shall coordinate the operation. Tactical decision making will be the responsibility of the on-scene SWAT Commander.

46.2.2 Tactical Team Selection (See MOS 16.2.2 & Metro SWAT SOP Chapter 11)

46.2.3 Tactical Team Equipment (See Metro SWAT SOP 13)

46.2.4 Hostage Negotiator Selection Process (See MOS 16.2.2)

46.2.5 Search and Rescue (See LFD District 2 SOP 1000-03)

Principle: The Lakewood Police Department Marine Service Unit (MSU) works with the West Pierce Fire & Rescue on search and rescue mission on the city's lakes. The Pierce County Search and Rescue Association (SAR), an affiliate of the Pierce County Sheriff's Department, is used for all other search and rescue missions.

46.2.6 Personal Security (VIP) Operations

Principle: In the event a Very Important Person (VIP) or dignitary visits, commutes through, or stays within the City of Lakewood, the Lakewood Police Department may participate in personal security operations. The Incident Command System may be activated if significant resources are required. The IMT may be activated if there is a potential threat to the VIP.

Practice: When assistance is requested, the Police Department shall prepare a deliberate operations order to include, at the minimum, the following provisions:

- A. Supervisor/Coordinator: A specific supervisor will be designated to prepare the deliberate order and coordinate the Department's involvement.
 - 1. If actual security is required, the Metro SWAT element leader should be considered for this assignment.
 - 2. Operations may be overt or covert in nature.
 - 3. Operations may involve multiple diplomatic and governmental agencies. The Lakewood Police Department's goal should be to conduct seamless inter-operability with all participating agencies to ensure proper coordination.
- B. Equipment and Personnel Required:
 - 1. The need to deploy specialized units.
 - 2. Specialized equipment may be required.
- C. Instructions for Planning and Reconnoitering Travel Routes and Alternatives: An advance team should be designated to conduct physical reconnaissance of all planned routes, all planned stops and all rest areas.
- D. Advance Inspection for Intelligence: Sites to be visited by the VIP should be inspected in advance for the purpose of gathering intelligence.
- E. Coordination: The supervisor of the detail will ensure coordination occurs within the Department and with outside departments as well.
- F. Medical: Identification of emergency first-aid resources and medical facilities will be done in advance of the detail.
- G. Communications: The supervisor of the detail will ensure coordination of communications with SOUTHSOUND 911 and other outside agencies.
- H. Identification: All members of a security detail shall be immediately identifiable by an overt police marking or covert marking such as an item of wear on clothing or specific vehicle license plate.

46.2.7 Special Events

Principle: The Lakewood Police Department strives to ensure public safety by providing adequate and appropriate police services for special events. Special events include parades, street fairs, public demonstrations, labor strike activity, athletic events, and other activity that impacts traffic and crowd control.

Practice: The various events will require special planning specific for that event. The designated employee responsible for the event will prepare a special events plan. The Incident Command System may be activated if significant resources are required. The IMT may be activated if there are potential threats or planned disruptions to the special event. The plan should include the following information at a minimum:

- A. Supervisor: The person designated to act as the supervisor and/or coordinator for the provision of police services during the event.
- B. Traffic/Crowd Control: The required traffic control and crowd control for the event; the personnel and equipment required to provide adequate police services in this area; an estimate of expected crime problems and a contingency plan to address crime problems; and/or an estimate of expected civil disturbances and a contingency plan.
- C. Contingency plans: For traffic direction and control.

- D. Special Operations: Use of special operations personnel when appropriate.
- E. Logistical Requirements: For personnel and equipment.
- F. Coordination: For internal agency units and outside agency involvement.
- G. After-Action Report: The designated supervisor shall complete an after-action report evaluating the provision of police services during the event.

46.3 HOMELAND SECURITY

46.3.1 Liaison with Other Organizations

Principle: Terrorism Information Liaison With Other Agencies: During non-emergency operations, the Intelligence Officer serves as the department liaison with other organizations for the exchange of information relating to terrorism. It is important to recognize the value of sharing information between organizations outside law enforcement as well. Under normal circumstances, the Criminal Investigations Unit (CIU) lieutenant will ensure that vital information is shared with entities outside law enforcement channels as with all other criminal information via public information protocol.

46.3.2 Terrorism related intelligence

Principle: The CIU lieutenant or designee is responsible for the following terrorism related intelligence.

- A. Notifying any applicable task force leader of all appropriate point of contact information.
- B. Coordination of intelligence information, both to and from the task force, and the appropriate method of dissemination of this information.
- C. Timely reporting of information to the chain of command and/or the Incident Commander.

PROFESSIONAL STANDARDS

52.1 ADMINISTRATION AND OPERATIONS

PHILOSOPHY: The community trust in and the credibility of the Lakewood Police Department are critical aspects of the Department's mission. Members of the Lakewood community should have full confidence in the ethics and integrity of the individuals they entrust with their safety. Feedback provided through the professional standards function of the agency allows the Department to constantly evaluate the capabilities of the department and the individual employees to ensure improvement and the highest levels of service.

52.1.1 Professional Standards

Principle: All complaints against the Lakewood Police Department and its members will be investigated. Anyone may initiate a complaint. Complaints can be taken in person, over the telephone, in writing, or anonymously. All complaints not immediately resolved to the complainant's satisfaction will be documented on the proper forms.

Practices: It is important to avoid providing complainants with inaccurate information or giving them the impression that their concerns are not important. Therefore, if an employee receives information from a person that he/she wishes to make a complaint against a Lakewood Police Department employee, the employee receiving the complaint will immediately make an attempt to put the complainant in contact with an on-duty supervisor. If an on-duty supervisor is not immediately available, the employee taking the complaint should get contact information from the complainant and advise him/her that a supervisor will contact them as soon as possible to discuss details of the complaint. The employee will be sure to obtain contact telephone numbers for the complainant where he/she may be reached over the next several hours. The complainant's information will be forwarded to the appropriate supervisor if he/she is on-duty. If the appropriate supervisor is not on-duty, the complaint's information will be forwarded to any on-duty supervisor. The supervisor receiving the complaint information shall return the call before the end of the shift, if possible. The supervisor returning the call will determine what type of complaint is being lodged and then take the appropriate actions.

52.1.2 Records

Principle: The Professional Standards Section is responsible for maintaining records of all documentation pertaining to Administrative Reviews and complaint investigations. The following practices shall apply in regards to these records:

- A. Administrative Reviews and Complaint investigations shall be maintained in a numbered and orderly fashion in a secured area of the Professional Standards office.
- B. A tracking number is assigned to each complaint investigation to include the year and category of investigation (e.g., 2004-SI-001, 2004-SI-002, etc.).
- C. The files maintained for Administrative Reviews and complaint Investigations shall be considered confidential in nature and will be maintained in a locked cabinet or filing room, separate from common areas within the station. These files are not to be viewed or discussed apart from official department business. The Professional Standards Section Sergeant or Lieutenant must approve any viewing of files by personnel not assigned to the Professional Standards Section, with the exception of the Chief of Police or Assistant Chief. Documents related to internal investigations or administrative reviews shall not be released to the public.

52.1.3 Authority of the Professional Standards Section

Principle: The Professional Standards Section – Internal Affairs Function reports directly to the Chief of Police. All orders and directives given by the Professional Standards Section in the course of an investigation are made at the direct authority of the Chief of Police and shall be taken as orders or directives given directly by the Chief of Police. Inspections and audits initiated by the Professional Standards Section may be either announced or unannounced. Except in matters related to the Internal Affairs function, the Professional Standards Section reports to the Professional Standards Lieutenant.

52.1.4 Process for Registering Public Feedback

Principle: The City of Lakewood is committed to creating an open and transparent government for the citizens, business owners, and visitors of Lakewood. The city uses an on-line module to register requests for service, complaints, compliments and comments. All department personnel are aware of this on-line module

52.1.5 Professional Standards Annual Report

Principle: Information gathered by the Lakewood Police Department in regards to complaint investigations and administrative reviews will be compiled, analyzed, and made available to employees and the community.

Practices: The following practices shall be followed in regards to annual reporting:

- A. An annual report shall be compiled at the end of each calendar year by the Professional Standards Section.
- B. This report will compile and analyze the data and content of the internal affairs investigations conducted each year. The report shall contain the following information:
 - Number and types of investigations.
 - Type of findings and any discipline issued.
 - Indications of trends or patterns of investigations and findings.
 - Training accomplished or recommended.
 - Manual of Standards implications
- C. Dissemination of Annual Reports:
 - 1. Report information shall be summarized and made available to employees for review and training.
 - 2. Report information shall be made available to the community and the media with the assistance of the Public Information Officer.

52.2 COMPLAINT PROCEDURES**52.2.1 Types of Investigations:**

- A. **INQUIRY:** If the supervisor determines that the officer has followed the policies or practices of the department and the complaint is a concern related to, or confusion about, LPD policies or practices the supervisor may process this complaint as an "inquiry" only; that is to say that the supervisor will explain the situation to the complainant and the officer's reason for the act or omission. The threshold for making the decision between an "inquiry" and a "complaint" is to determine if a policy or practice was alleged to have been violated. If the allegation involves a policy or practice violation, then the "complaint" process should be followed. If the complainant is satisfied with the supervisor's handling of the inquiry, no further action is necessary. If the complainant is not satisfied with the supervisor's response or the outcome of the meeting, then the "Complaint" process described below shall be followed.
- B. **COMPLAINT:** If a supervisor determines that the complainant is making a complaint of an alleged policy violation or other misconduct, a Report of Commendation, Inquiry, or Complaint (RCIC) should be completed by the complainant. If the complainant refuses, or is unable, to complete the form, the supervisor will document the complaint in the "synopsis of complaint" portion of the Investigative Report of Complaint (IRC.). The supervisor will then initiate an investigation. If a supervisor is the one initiating the complaint for a performance or conduct issue, then RCIC is not necessary and the supervisor will document their complaint in the "synopsis of complaint" section of the IRC. The supervisor will prepare a brief summary of the allegations or deficiencies on the IRC and contact the Professional Standards supervisor for a PSS control number.

All external complainants shall receive confirmation that the complaint has been received. See Section 52.2.4 Complainant Notification for further details. Supervisory initiated complaints of misconduct or sub-standard performance are to be handled in the same manner as a "complaint," except the complainant notification requirement does not apply.

There are two primary methods for investigating a complaint: Chain of Command and Standards Investigations. All allegations of misconduct must be investigated. Upon receipt of a complaint from a citizen, or initiation of a complaint by a supervisor, depending upon the facts or allegations of the complaint, the supervisor will follow the procedures for "Chain of Command" and "Standards" investigations.

Upon receiving any complaint of misconduct or sub-standard performance, the supervisor receiving the complaint will notify the Professional Standards supervisor. Normally the Professional Standards Supervisor will assign the investigation to the supervisor of the subject employee, except for the exceptions listed below. Those allegations specifically listed below shall be investigated by the Professional Standards Section. The Chief of Police may designate the chain of command or Professional Standards to investigate any allegation.

Mandatory Professional Standards Investigations:

1. Allegations of criminal conduct by a LPD employee (concurrent with any criminal investigation being conducted by the Criminal Investigations Unit).
 2. Allegations of excessive force (not improper application).
 3. Allegations of biased based conduct.
- C. ADMINISTRATIVE REVIEW: There are other types of investigations or reviews that are not normally part of the complaint investigation process, but which are reviewed by the Professional Standards Section. These are as follows:
1. Force Response Review: Force Response Reviews are conducted whenever specified levels of force are used upon persons, or when lethal force is applied during animal control. These reviews ensure compliance with departmental standards. If the initial review indicates a possible policy violation, the review may be re-classified and assigned as a complaint investigation.
 2. Pursuit Review: Pursuit Reviews are conducted whenever pursuits have occurred. These reviews ensure compliance with departmental standards. If the initial review indicates a possible policy violation, the review may be re-classified and assigned as a complaint investigation.
 3. Collision Review: Collisions involving Lakewood Police Department vehicles will be investigated under the guidelines of Section 40.1.4.
 4. Commendations: When received on a RCIC form these will be logged and maintained by the Professional Standards Section. A copy will be placed in the employee's divisional file.

52.2.2 Chief of Police Notification

Principle: It is important that the Chief of Police be promptly notified of allegations of misconduct against the department or its personnel. Normally such notification will come from the Professional Standards Section. If the allegation is such that immediate notification of the Chief of Police is in the best interest of the department, the supervisor initially receiving the complaint shall notify the Chief of Police or the Command Duty Officer (CDO) in accordance with the procedures listed in the Manual of Standards (MOS) section on "CDO notification."

Practices: When a supervisor has received a complaint, they shall notify the Professional Standards Section supervisor. The Professional Standards Section (PSS) supervisor shall advise the Chief of Police of the complaint and assign a PSS control number to the investigation. The Professional Standards Section supervisor shall ensure the investigation is entered into the IA Pro database for tracking, and shall assign the investigation to a supervisor or

detective for completion. Once completed, all complaint investigations (to include the Cover Sheet PSS #100, PSS #101 [if there is one], PSS #102, and any other supporting documents) shall be routed to the Professional Standards Section supervisor, through the chain of command, by the supervisor or detective investigating the complaint. The Professional Standards Section supervisor retains supervisory authority over all complaint investigations and is responsible for tracking their progress and for their quality control. At the discretion of the Chief of Police, an outside agency may be requested to assist with, or to conduct, any investigation.

52.2.3 Investigation Time Limits

Principle: All investigations shall be taken seriously and completed without delay. The time limits should be long enough to ensure a thorough investigation is completed. However, if there is a criminal prosecution pending against the complainant, investigation of the complaint will normally be suspended until the criminal matter is finally adjudicated so that it will not interfere with the criminal prosecution process. Exercise of this policy exception is at the discretion of the Chief of Police and will be determined on a case-by-case basis.

- A. Chain of Command (CC) Investigation – A CC Investigation should normally be completed within 45 days of initiation.
- B. Standards Investigation – Standards investigations will normally be completed within 90 days of the initiation of the investigation. However, due to the potential complexity of these investigations, extensions may be granted by the Chief of Police at 90 day intervals. If it is determined that discipline will likely be imposed, the investigation shall be completed within any time limits specified in the applicable Collective Bargaining Agreement if the accused employee is a member of a bargaining unit.

52.2.4 Complainant Notification

Principle: To ensure an open and credible complaint investigation process, the complainant(s) in all complaint investigations shall be notified of the status of the investigation. It shall be the responsibility of the investigator, with the assistance of the Professional Standards Section, to ensure that this communication with the complainant takes place. The following information shall be provided to the complainant regarding the status of his/her complaint.

- A. The complainant shall receive a letter advising receipt of the complaint and the name and contact information for the person handling the investigation.
- B. If the investigation is delayed beyond 100 days the complainant should be advised of the delay and this notification noted in the investigation file.
- C. At the conclusion of the investigation, the complainant shall be informed by mail of the investigative findings.

52.2.5 Employee Notification

Principle: An employee who is the subject of a complaint investigation shall be notified either verbally by the supervisor investigating the complaint (date and time documented on the Complaint Cover Sheet) or in writing. This notification shall occur as soon as practical, depending on the nature of the investigation. If oral notification is provided, the supervisor shall follow-up with written notification within 10 days. See LPIG Contract Article 5 and City Personnel Policy Index 900-01 and 900-02 for more information.

52.2.6 Special Practices (see City Index 500-10, LPIG Contract Articles 5 and 19)

Principle: During the course of an internal investigation, the following special practices may apply:

- A. Medical examinations of an employee (fitness for duty) may be required to determine psychological or physical fitness for duty. Examples of when this might be used include, but are not limited to, investigations in which an employee is found to be using illegal substances or investigations into officer involved shooting.

- B. Employee (department) photographs may be utilized by investigators in instances where the identity of the subject employee is not known.
- C. Employees will not be required to participate in a line-up/show-up.
- D. Employees will not be required to submit statements of financial disclosure.
- E. Employees will not be required to participate in an interview using an instrument for detection of deception.
- F. Employees have no reasonable expectation of privacy in City property, including such things as desks, computers, files cabinets (excluding Peer Support records), lockers and vehicles, provided that employees retain a right of privacy in personal possessions contained therein. Absent permission of the employee, no locker or vehicle search (excluding regularly scheduled vehicle inspections) shall be conducted unless in the presence of a union representative. Any removed items will be inventoried.

52.2.7 Relief from Duty

Principle: The Police Department is "...operated under the direction and control of the city's chief law enforcement officer, the chief of police, subject to the supervision of the City Manager. (Ord. 327 ? 2 (part), 2003.) The Chief of Police grants the Assistant Chief, Lieutenants, and Sergeants the authority to temporarily relieve an employee from duty with pay under the following circumstances:

- A. The employee is unfit for duty due to physical or psychological reasons (i.e., under the influence of drugs, intoxicants, or extreme emotional distress, etc.).
- B. The employee refuses to follow lawful orders or directions (insubordination).
- C. The employee is being disruptive to the workplace.
- D. The employee has been accused of serious misconduct.

Practices:

- A. If a supervisor relieves an employee from duty, the Chief of Police shall be notified through the chain of command and completes a memorandum to the Chief of Police explaining the circumstances and action taken. The memorandum and any associated reports shall be completed by the next morning at 0800 hrs.
- B. The employee relieved of duty shall report to the Assistant Chief, or designee, at 0900 hours the next normal business day. Relief from duty may then be extended with the approval of the Chief of Police.

52.2.8 Investigative Findings

Principle: All investigations, whether Chain of Command or Standards Investigations, will be submitted by the investigating supervisor to the subject employee's chain of command. The lieutenant of the subject employee shall review the investigation for completeness. The Assistant Chief shall make a recommendation to the Chief of Police as to the investigative findings, but not discipline, if any is to be considered.

The Chief of Police has the final decision authority regarding the official findings and any discipline to be administered. All allegations of misconduct contained in a complaint investigation shall be concluded with one of the following findings of fact:

- A. Exonerated: The incident did occur but the conduct or performance of the employee was found to be lawful and proper.
- B. Sustained: The allegation is supported by sufficient evidence to justify a reasonable conclusion that the alleged misconduct occurred.

- C. Not-Sustained: There is insufficient evidence to either prove or disprove the allegation(s).
- D. Unfounded: The investigation revealed that the incident or allegation(s) did not occur.
- E. Other Misconduct: If other misconduct is alleged based off facts recovered in the investigation, a new PSS number will be assigned and a new investigation may be conducted.
- E. Standards Failure: The Standards were followed, but resulted in undesired results. A finding of Standards Failure should result in a reassessment of the Standard by the command staff, with consideration given to changing the Standard or modifying or expanding training.

INSPECTIONAL SERVICES

53.1 LINE INSPECTIONS

PHILOSOPHY: The Lakewood Police Department conducts line inspections to determine the condition of facilities, use and maintenance of equipment, uniforms, personal appearance, and adherence to agency directives and orders. Line inspections ensure employees are acting in accordance with department standards.

53.1.1 Line Inspections

Principle: Police Department administrators and supervisors are responsible for the completion of line inspections in their respective units or sections. The formal line inspections as described in this section do not relieve a supervisor from conducting daily visual inspections of their personnel and environment in order to identify any unsatisfactory conditions.

Practices:

- A. Procedures: The inspections listed in Section B of this Standard will be announced in advance. Supervisors and/or administrators will be thorough when conducting the inspections. Inspections will ensure that authorized equipment is present as required by standards and that facilities are maintained in neat manner and with the required limited access being enforced.
- B. Frequency:
 - 1. Inspections listed below shall be conducted at least annually:
 - Authorized uniform and equipment – as worn on date of inspection
 - Vehicles – maintenance and assigned equipment
 - Offices / Storage Rooms – Patrol Operations supervisors will be responsible for Turnout room, report writing area, BAC room and temporary detention rooms.
 - All specialized equipment assigned to the section, unit and/or squad (team). The SWAT equipment requires monthly inspections in compliance to Standard 46.
- C. Corrections: The inspecting supervisor shall cause any identified deficiencies to be corrected immediately. If the deficiency is unable to be corrected at the time of the inspections, the supervisor should make any documentation he/she feels is appropriate, and schedule a follow-up inspection.
- D. Written Report: Inspections should be documented by the supervisor. The inspecting supervisor should also include a short summary of the inspection and the results to his/her supervisor.
- E. Follow-up Inspections: If a deficiency is not corrected immediately, the supervisor will schedule a follow-up inspection and make any necessary arrangements to have the deficiency corrected.

PUBLIC INFORMATION

54.1 PUBLIC INFORMATION

PHILOSOPHY: The Lakewood Police Department recognizes the public's right to know what the department does in fulfilling its responsibilities. It is the belief of the department that maintaining a cooperative relationship with the news media is an important asset to all. This relationship is a key aspect of providing the public with information and building community trust and support. In order to fulfill this function, Public Information Officers (PIO) have been designated to coordinate news media relations and the release of information regarding on-going criminal incidents to the news media.

54.1.1 Public Information – Activities

Principle: The release of information to the news media or other entities must meet investigative, legal, and ethical expectations. For those reasons, it is important that Lakewood Police Department employees that have received specialized training in these areas release information. The practices provided below will assist in assuring that accurate and emergent information is released appropriately.

- A. Assisting the News Media at Incident Scenes:** It is the responsibility of all department members to maintain professional relations with those who gather to report the news at an incident scene. The following practices will be used to facilitate the corresponding responsibilities of the police and the news media.
 - 1. Notification:** Any department member that becomes aware of the news media's presence at an incident scene will immediately inform the on-scene supervisor. The on-scene supervisor will request that a PIO respond to the scene. The on-scene supervisor will also ensure that media representatives are informed that a PIO will be arriving as soon as possible.
 - a.** If the on-scene supervisor determines that important information exists which should be released immediately to ensure either the public's welfare or assist in the apprehension of a suspect(s), the scene supervisor should arrange for immediate release. Refer to Section E of this Standard regarding the type of information that may be released.
 - b.** Patrol supervisors should anticipate the response of the news media during major incidents and may request a PIO immediately.
 - 2. Access to Scene:** Refer to Standard 54.1.3.
 - 3. Information Briefing:** The scene supervisor will coordinate a briefing for the Public Information Officer once he/she arrives at the incident scene. This briefing should occur as soon as practical. Updates should be provided as needed to keep the Public Information Officer abreast of significant information.
- B. Preparing and Distributing News Releases:**
 - 1. Definition:** A "News Release," as used in this chapter, is any form of written or electronic communication released through the use of print, radio, television, internet, or social media outlets. This includes the city and department's website, blog, Facebook, Twitter, or other social media accounts.
 - 2. Preparing News Releases:** A Public Information Officer generally prepares news releases with the assistance of a designated Community Service Officer. If a Public Information Officer is unavailable, the Command Duty Officer will prepare any necessary news releases. If the release concerns an ongoing investigation, it should be prepared with the assistance of the appropriate investigative supervisor.
 - 3. Approval of News Releases:** News releases will first be reviewed and approved by the Chief of Police or the Criminal Investigations Unit (CIU) Lieutenant. The Legal Advisor should be consulted if there is the

potential for future civil litigation. The release is then forwarded to the City Manager for final approval prior to distribution to the media.

4. **Distribution of News Releases:** The Public Information Officer that prepares the news release is responsible for its distribution to media representatives on a list maintained by the Public Information Officer. This list will be made available to the Command Duty Officers. News Releases will not be released without approval of the PIO or a Command Duty Officer. The Director of Media Relations posts the press release on the City's website on the next business day, when appropriate.
- C. **News Conferences:** A News Conference, as referred to in this section, is a pre-planned meeting with representatives of two or more news media agencies. All requests for news conferences regarding an event or incident involving the Lakewood Police Department shall be arranged through a Public Information Officer. No news conference will be conducted without the approval of the Chief of Police and City Manager or designee. Refer to Section H of this Standard for News Conference involving other agencies or city departments.
- D. **Information to be Released:** A listing of the type of specific information that may be released is maintained by the Public Information Officer and is available to the Command Duty Officers.
 1. In general information will not be released:
 - a. When prohibited by legal or constitutional restraints.
 - b. When the information to be revealed is critical to the successful conclusion of a criminal investigation.
 - c. When the information would disclose police strategy essential to criminal apprehension.
 - d. When the information would reveal sources of information that require anonymity.
 - e. When personnel information is requested. This information is released at the discretion of the Chief of Police, HR Director, City Attorney, and City Manager.
 - f. When the city or department is involved in civil litigation regarding a case. This information is released at the discretion of the Legal Advisor in consultation with the City Attorney.
 - g. Opinions regarding a subject's character, guilt, or innocence or other information pertinent to the case.
 2. **Victims:** The identity of victims of homicide or attempted homicides will not be released until the next-of-kin have been notified per Standard 55.2.6. The names of other victims of violent crimes and sex crimes should not be released routinely and only per legal requirements and the restrictions set forth in Section E1 of this Standard.
 3. **Witness/Suspects:** The release of names of witnesses and suspects will be released per applicable laws and Section E1 of this Standard.
 - a. Photographs (video) of a suspect may only be released with the approval of the Assistant Chief or the Police Chief. If the photograph is of a suspect involved in an ongoing criminal investigation, the CIU Lieutenant or designee must approve the release of the photograph.
 - b. No suspect in police custody will be deliberately posed for representatives of the news media.
- E. **Confidential Investigations and Operations:** News media inquiries regarding confidential investigations or operations will be directed to the PIO or designee. The PIO will then consult with the Assistant Chief

regarding any information to be released. A decision regarding the release of information will be made with approval of the Chief of Police, City Manager, and City Attorney or designee.

- F. Coordination for Multiple Agency/Department Events:** The Public Information Officer will act as a liaison to other agencies and/or other departments when other jurisdictions are involved in an incident. The Public Information Officer's role will be to assist in the coordination of the release of information regarding the incident.
- 1. Activation of the Lakewood Emergency Operations Center:** In matters when the Emergency Operations Center has been activated, all news media contact should be coordinated through the Emergency Services Director.
 - 2. The Chief of Police or designee may assume responsibility for media activity when multiple agencies or departments are involved.**
- G. Public Information Officer Availability:** A Public Information Officer will be available on a 24-hour, 7 days a week basis to respond to incident scenes in order to facilitate the collection of information by the news media. If a Public Information Officer is unavailable, the Command Duty Officer or designee will fulfill the Public Information Officer function.
- H. Crisis Situations:** Any incident of a sensitive or crisis nature shall be brought immediately to the attention of the Chief of Police or his/her designee through the chain of command. The Chief of Police will determine if the incident should be provided to the Public Information Officer. Only the Chief of Police and/or designee will make statements regarding department philosophies, or enforcement/investigation practices.
- I. Other Interviews:**
- 1. Media Requests for Interviews:** When a news media representative requests an interview and/or a ride-a-long with any member of the Lakewood Police Department (other than a Public Information Officer) in relation to their position with the department, the request shall be forwarded to the Assistant Chief through the chain of command. The interview and/or ride-a-long will only take place with prior approval from the Assistant Chief.
 - 2. Employee Requests for Interviews:** Employee requests for interviews or release of information regarding internal grievance issues are not to occur without prior review by the Chief of Police or designee.
- Other Requests for Information: The Lakewood Police Department receives numerous requests for information from various sources besides the media industry. In order to ensure the effective and legal dispersal of requested information, the appropriate releasing authority for the department must review these requests. The following types of information requests will be forwarded to the appropriate authority as outlined below.

- J. Statistical, Crime Rate, Budgetary, Planning or Policy:** All requests will be forwarded to the Office of the Chief of Police or to designated representative. All requests pertaining to the preceding topics will require the approval of the Chief of Police prior to issuance. Routine requests for crime statistics related to a specific neighborhood or apartment complex will be forwarded to the Crime Analyst.
- K. Training and Personnel Programs:** All requests will be forwarded to the Assistant Chief.
- L. Dispatch Records:** Requests for information regarding dispatch services will be forwarded to the PIO for review. When appropriate, he/she will coordinate the release of the requested information with SOUTHSOUND 911 Communications.
- M. Criminal Records or Police Reports:** All requests coming from SOUTHSOUND 911 Records will be forwarded to the Public Information Officer, who will authorize information to be released in accordance with the Public Disclosure Act and the Law Enforcement Information and Release Association (LEIRA) guidelines.

- N. On-going Criminal Investigations: All requests will be forwarded to the CIU Lieutenant for review.
- O. Field Operations Activities: All requests regarding the general activities of any unit will be forwarded to the PIO.
- P. Personnel Files or Complaint Investigations: All requests regarding information contained in personnel files or related to the investigation of complaints will be forwarded to the Office of the Chief of Police.
- Q. Other Information: All requests directed towards information stored in other department files and not otherwise addressed in this Standard will be forwarded to the Public Information Officer.

54.1.2 Policy Input

Principle: In order to establish a relationship of mutual understanding and cooperation, representatives of the news media will be encouraged to provide input during the creation or revision of present and future policies concerning the activities centered on that relationship. The PIO will coordinate the manner in which input from the news media will be collected. The Public Information Officers will meet with news media representatives not less than once a year to develop or review practices and to plan for specific situations such as natural disasters, major incidents, etc.

54.1.3 News Media Access

Principle: Representatives of the news media, including photographers, will be allowed access to the below listed areas under the control of the police if they display the proper identification/credentials.

- A. Scenes of natural disasters, other catastrophic events, major fires, or public disturbances/demonstrations.
- B. Outside the perimeter of crime scenes.
- C. EXCEPTIONS SHALL BE:
 - 1. When the presence of news media representatives jeopardizes the safety of others.
 - 2. When on private property and the owner does not grant permission for news media access.
 - 3. When the presence of news media representatives unreasonably interferes with or obstructs the responsibilities of public safety personnel.
- D. In the case of announced major events such as demonstrations; the department will designate a specific on-scene site for media. A Public Information Officer will be available at that site to answer questions.
- E. News media representatives will not be permitted to accompany the police into private residences (or any area where there is a recognized expectation of privacy) without the consent of the owner.

Officers shall not prevent news media representatives from conducting interviews of person not in police custody. However police interviews with witnesses and/or victims will take precedence.

VICTIM / WITNESS ASSISTANCE

55.1 ADMINISTRATION

PHILOSOPHY: The Lakewood Police Department's commitment to minimizing crime in the community is based on the principle of protecting the citizens from victimization. The Lakewood Police Department realizes the importance of supporting the victims of crime while they recover from the experience and are exposed to the criminal justice system. The victims' assistance guidelines provided in this chapter have been developed for that purpose.

55.1.1 Rights of Victims

Principle: It is the policy of the Lakewood Police Department to uphold the rights of victims and witnesses as stated in the Revised Code of Washington, Chapter 7.69 and Chapter 10.99. Department members shall treat victims and witnesses with dignity, respect, courtesy, and sensitivity. The Lakewood Police Department is committed to the development, implementation, and continuance of appropriate victim/witness assistance programs and activities.

55.1.2 Analysis of Victim Assistance Program

Principle: At least every three years, the CIU Lieutenant shall conduct an analysis of victim/witness assistance needs and available services within the department's service area. Information from local, county, or state agencies that conduct analyses of victim needs may be utilized for this analysis. The analysis will include the following elements.

- The extent and major types of victimization within the agency's service area
- An inventory of information and service needs of victims/witnesses
- Victim assistance and related community services available within the service area
- Identification of unfulfilled needs
- Identification of those needs which are appropriate for the agency to meet

55.1.3 Victim Assistance Program

Principle: The victim assistance program has been developed to assist in reducing the adverse impact of crime on the victims and witnesses served by the Lakewood Police Department. It is also intended to enhance a victim or witness' exposure to the criminal justice system by providing written information, referrals, Victim Advocates to direct the victim to the appropriate services.

Practices:

- A. Implementation and Delivery: The objectives of assisting the victim/witness may include, but are not limited to:
 1. Assisting and supporting victims/witnesses with various emotional reactions
 2. Aiding the victim/witness in efforts to gain relief from financial loss through crime victim compensation or court ordered restitution
 3. Providing information on the status of the case
 4. Helping the victim gain return of evidence and property
 5. Assessing other needs and making referrals
- B. Confidentiality: The Lakewood Police Department shall take steps to ensure the confidentiality of victims/witnesses and their roles in the case development to the extent consistent with applicable law.

- C. Public Outreach: The Public Information Officer (normally the CIU Lieutenant) will develop public education efforts directed at informing the public about the City of Lakewood's victim assistance program. These efforts may include: informational reports in department publications which are distributed to the public; public service announcements in the local media; information provided on the City of Lakewood website; presentations made to local civic groups; and informational brochures for distribution to the public.
- D. Coordination of Services: Lakewood Police Department personnel refer victims to the Victim Advocates in the Lakewood Legal Department when appropriate.

55.2 OPERATIONS

PHILOSOPHY: The effectiveness of the victim assistance program relies on participation and support from many various functions of the Lakewood Police Department. The manner in which a victim is treated by our department and its members will leave an indelible impression with a victim and forever impact, negatively or positively, our ability to serve our community.

55.2.1 Victim / Witness – Information Provided

Principle: The minimum levels of victim/witness assistance service provided by the department shall include the following:

- A. Information: Crisis intervention information and referral service shall be provided 24 hours a day, seven days a week by calling (253) 830-5000 or 911 after hours.
- B. Referral: Written information notifying victims of their rights in accordance with Revised Code of Washington Chapter 7.69 and Revised Code of Washington Chapter 10.99, will be provided to each victim. A copy of the Lakewood Police Department's "Victim's Rights" pamphlet delineating these rights and additional referrals for information shall serve as notice.

55.2.2 Victims of Intimidation

Principle: When a victim/witness has been threatened or there is reason to believe the victim/witness may be a target of future intimidation or victimization by the suspect(s) or the suspect(s) family, the investigating officer will refer or transport the victim/witness to a safe location and advise the victim/witness about what to do if the suspect or suspect's companions or family threatens or otherwise intimidates him or her.

- A. When the facts of the investigation indicate that the suspect poses a potential danger to the victim/witness if released from custody, the arresting officer will note that in the narrative of the General Report.
- B. The officer will also ensure that the victim receives information about the Victim Information and Notification Everyday (VINE) program (applicable only to Pierce County Jail Facilities).

55.2.3 Preliminary Investigations – Services Provided

Principle: The officer(s) conducting the preliminary investigation may be the victim's first contact with the criminal justice system and often is the most important link for the victim. Therefore it is important that the below listed responsibilities are conducted during the preliminary investigations of violent and/or sex crimes.

Practices:

- A. Provide the victim/witness with the Lakewood Police Department's Victim's Rights pamphlet explaining their rights under Washington statutes and listing resources available to them. Document in the General Report that the victim/witness was given the pamphlet.

- B. Advise victim/witness about what to do if the suspect or suspect's companions or family threatens or otherwise intimidates him or her.
- C. Inform the victim/witness of the case number, if known, and subsequent steps in the processing of the case.
- D. Provide a telephone number that the victim/witness may call to report additional information about the case.

55.2.4 Follow-up Investigations – Services Provided

Principle: When a case is assigned to an officer or detective for additional follow-up investigation the officer/detective will ensure that the victim/witness receives the below listed services at a minimum.

Practices:

- A. When, in the opinion of an officer or his/her supervisor, the impact of a crime has been unusually severe for a victim/witness, the assigned detective will notify the appropriate Victim Advocate from either the City of Lakewood Prosecutor's Office or the Pierce County Prosecutor's Office and coordinate to ensure that the victim/witness receives additional contact and that the victim/witness' needs are being met.
- B. Explain to the victim the procedures involved in the prosecution of the case and their role in that process. If not an endangerment to the successful prosecution of the case, keep the victim reasonably informed of the case status or refer the victim/witness to the prosecutor's office if he/she seeks detailed information.
- C. If feasible, schedule line-ups, interviews, and other required investigative appointments at the convenience of the victim/witness and, at the option of the Lakewood Police Department, provide transportation.
- D. If feasible, return promptly any victim/witness property taken as evidence (except for contraband, disputed property, and weapons used in the course of the crime), where permitted by law or rules of evidence.

55.2.5 Arrest / Post Arrest – Service Provided

Principle: Officers provide victims with a brochure describing their basic rights at the time the police report is taken. The following services are then made available.

- A. Once a suspect is arrested and charged with a felony crime, the Pierce County Prosecutor's Office will coordinate court appearances and other aspects of prosecution with the victims.
- B. Once a suspect is arrested and charged with a misdemeanor crime, the City of Lakewood Prosecutor's Office will coordinate court appearances and other aspects of prosecution with the victims.
- C. The VINE Program allows a person to get the current status of any person in custody in the Pierce County jail system. VINE also provides notification of release from custody to victims that register for this free service (applicable to the PCDCC only).

55.2.6 Next-of-Kin Notification

Principle: Notification of next-of-kin of the death or serious injury or illness of a family member is a difficult task even for experienced officers. The Pierce County Medical Examiner's Office, area hospital staff, and the Lakewood Police Department's Chaplains have received specific training in these types of notification. For this reason, it is preferable to allow one of these resources to make any necessary notifications. There are instances when notifications will become necessary. The following steps should be taken depending on the type of situation.

Practices:

- A. Notification Immediately Necessary: The on-scene supervisor, the investigating officer, or the investigating detective may do the notification when it must occur immediately. Normally this is necessary when the next-

of-kin is at the scene or arrives at the scene during an investigation or the notification must occur immediately for investigative reasons. Once the notification has been made, the next-of-kin will be advised of the availability of victim services for further support.

- When notification is performed by the Police Department, the Medical Examiner's Office or the appropriate hospital will be provided with the information (name, address, and telephone number) of the next-of-kin notified.
- B. Outside Agency Requests for Notification:** Occasionally another law enforcement agency or medical examiner's office will request that our agency conduct a death or serious injury notification. This request shall be made in accordance with SOUTHSOUND 911 policies and will be assigned to a Patrol Officer for the notification, if a chaplain is not available. When a notification is made, these guidelines should be followed:
1. Positively identify next-of-kin for notification. Relatives considered next-of-kin are spouse, parents, brothers/sisters, and children and should be notified in this order when possible.
 2. Prior to notifying the next-of-kin, the officer providing the notification will gather and familiarize themselves with essential details concerning the deceased, to include full name, age, race and home address, as well as the nature of the death, location of the body/personal effects and other information.
 3. Notifications shall be delivered in person unless the circumstances demand notification by telephone.
 4. Personal effects of the deceased shall not be delivered to survivors at the time of notification.
5. Whenever reasonably possible, avoid using the name of the deceased over the police radio.

TRAFFIC

61.1 TRAFFIC ENFORCEMENT

PHILOSOPHY: The enforcement of traffic laws is one of the most common contacts that the community has with its law enforcement agency. All law enforcement officers are encouraged to actively enforce the traffic laws. It is important that this type of enforcement is conducted in a fair and professional manner. The guidelines provided in this section are intended to assist officers in providing consistent, lawful, and exemplary enforcement of the traffic laws.

61.1.1 Directed Traffic Enforcement

Principle: Directed traffic enforcement is an activity assigned to the Traffic Section and the Patrol Operations Unit, yet every officer is responsible for enforcing traffic laws. The goal of directed traffic enforcement is to reduce traffic collisions and traffic violations that contribute to collisions. Directed traffic enforcement functions include the following practices:

Practices:

- A. Analysis of Traffic Collision Reports: An annual analysis of traffic collisions will be compiled by the Traffic Section supervisor, in conjunction/cooperation with the City.
- B. Analysis of Traffic Enforcement Activities: A documented analysis of traffic enforcement activities will be performed by the Traffic Section on a quarterly basis. The traffic complaints received and citations written during the quarter will be reviewed to determine if adequate enforcement is being applied to the identified/designated directed enforcement locations.
- C. Comparison of Collision Data and Enforcement Activities: A comparison is necessary to determine if there are revealing patterns in the data that may steer enforcement activities or the need to improve the safety of the roadways.
- D. Directed Enforcement: Directed enforcement shall be undertaken in those areas where analysis indicates that special attention is needed. Patterns of causes and/or sudden increases in the number and severity of collisions or violations are reasons for extra enforcement activity at a given location. When the Police Department becomes aware of a particular problem that may or may not be reflected in collision report data, communication with the City will occur and steps will be taken to correct the problem. Some of the steps may include:
 - 1. Citizen Speed RADAR Team: The Citizen Speed RADAR Team volunteers may be utilized in order to verify the existence of a speed-related problem and deter speed violations by their presence.
 - a. The Citizen Speed RADAR Team volunteers utilize handheld radars to document the speeds of vehicles traveling on the roadway.
 - b. Teams are comprised of at least two volunteers. One member operates the radar and another records the vehicle description, license plate, speed as measured, and the location.
 - c. The Citizen Speed RADAR Team sends letters to the registered owners of the speeding vehicles notifying them that their vehicle was observed traveling well above the posted speed limit.
 - d. Citizen Speed RADAR Team notification letters will take the tone of a "friendly reminder" to drive carefully and observe the posted speed limits.
 - e. Citizen Speed RADAR Team volunteers must complete a limited background check and informal training in the use of the radar before participating in the program. Citizen Speed RADAR Team volunteers have no commissioned authority.

2. Speed Trailer: May be placed in an effort to educate the public and encourage compliance with the posted speed limits; or to evaluate citizen complaints of speeding at a specified location.
 3. Use of Traffic Counters: May be used to gauge the actual quantity and time window of speeding violations after receiving citizen complaints. Use will be coordinated with the City.
 4. Use of Red Light Enforcement Cameras: Will be used to deter red light violations at selected intersections.
 5. Use of Photo Enforcement Cameras: Will be used to deter speeding violations at selected locations.
 6. Enforcement: Traffic and patrol officers will enforce traffic laws. The Traffic Section will notify the Patrol Operations Unit of those locations where patrol officers should concentrate their directed enforcement efforts.
- E. Deployment: Deployment will be based on the analysis of collision data and traffic enforcement activities; feedback obtained from the Citizen Speed RADAR Team; feedback and complaints from the community. Traffic complaints will be addressed through the coordinated efforts of the City and the traffic unit. Consideration will be given to the use of the speed radar trailer, traffic counters, citizen speed radar patrol, traffic officer patrol, signage changes, speed humps, round-abouts or other traffic calming measures as options to resolve citizen concerns.

61.1.2 Traffic Enforcement Practices

Principle: Police officers should take appropriate enforcement action for each violation of traffic law witnessed or reported to them. All enforcement action will be accomplished in a fair, impartial and courteous manner, using one of the following three methods.

Practices:

- A. Physical Arrest: Physical arrest may occur for criminal traffic violations authorized by RCW 10.31.100.
- B. Issuance of Citations: The issuance of a traffic citation/infraction is applicable, in most cases, for those violators who commit minor misdemeanor/infraction traffic offenses that jeopardize the safe and efficient flow of vehicular and pedestrian traffic.
 1. Criminal Citations: May be issued for criminal traffic violations. Violator's appearance will be set according to the appropriate court's appearance protocols.
 2. Notice of Infractions (NOI): The NOI may be issued for non-traffic and traffic related infractions. Traffic and non-traffic infractions shall not be combined on the same NOI. All issued NOIs should be complete and legible.
- C. Verbal Warnings: A verbal warning is a proper alternative for police officers in response to minor traffic infractions committed in those areas where traffic collision potential is minimal. The intent behind the warning is educational rather than punitive.

61.1.3 Special Processing Requirements

Principle: Contained within this Standard are methods of handling particular situations that by legislative mandate require a law enforcement response of a different nature than would be required under normal circumstances.

- A. Nonresident Traffic Violator: Police officers will follow the same enforcement practices provided in Standard 61.1.2 of this Chapter for residents of any other U.S. state. No immunity provision applies.

- B. Juveniles: Juveniles 16 years of age or older will be cited into the Lakewood Municipal Court for traffic infractions. Juveniles under age 16 will be cited into the Juvenile Court system for either court or diversion adjudication. All felonies, traffic or otherwise, committed by juveniles will be referred to Juvenile Court.
- C. State Legislators: (See The Washington State Constitution, Article II, Section 16)
- D. Foreign Diplomats/Consular Officials: (See the Chart provided by the Diplomatic and Consular Immunity: Guidance for Law Enforcement and Judicial Authorities)
- E. Military Personnel: (See RCW 46.20.025 and 46.20.27)

61.1.4 Information Relative to Charges

Principle: The City of Lakewood uses the Washington Uniform Court Docket or SECTOR for all infraction and criminal citations. The violator's copy of the infraction/ citation contains the following information:

- A. Information relating to court appearances.
- B. Information regarding the optional or mandatory nature of court appearances, and payment of fines.
- C. The officer will advise the violator to read the information entirely and respond within fifteen (15) days.

61.1.5 Uniform Enforcement for Traffic Violations

Principle: The manner in which traffic violations are enforced is normally left up to the police officer observing the violation(s). However, in an effort to achieve consistency, fairness, and voluntary compliance with the traffic laws and regulations, the following guidelines have been adopted.

- A. Driving Under the Influence of Alcohol/Drugs: Violations involving driving while under the influence of alcohol and/or drugs will be actively enforced. Violators will normally be arrested, if in the officer's opinion, based on his/her experience, training and observations of the offender's driving and general demeanor, the officer believes the offender to be under the influence of alcohol and/or drugs. All DUI/Physical Control suspects arrested by LPD Officers will be booked or cited and released to someone capable of ensuring adequate care and cessation of driving. Violators will be advised of the Implied Consent Law as required by RCW 46.20.308.
- B. Suspended or Revoked Drivers License: When a police officer discovers a driver operating a motor vehicle on a public highway/roadway with a Suspended or Revoked drivers license status the officer should cite the violator, or send the City Prosecutor a General Report, or make a physical arrest, as appropriate. Officers will forward a General Report, without issuing a citation or making a physical arrest, to the Lakewood Municipal Court Prosecutor for drivers found to be driving with their license suspended prior to July 1, 2005. At the discretion of the officer, violators found to be driving while DWLS 3rd may be ticketed for NVOL with ID if they have valid identification. Such violators will not be permitted to continue driving upon completion of the contact.
- C. Speed Violations: Speeding violations can be determined by use of a speed-measuring device or by pacing. Speed measuring devices shall only be used by police officers that have received training in the operation of the device they intend to use. Speeding violations may be enforced by verbal warnings or by notices of infraction.
- D. Other Hazardous Violations: Hazardous violations that are not misdemeanors may be enforced by verbal warnings or by the issuance of a notice of infraction. Hazardous violations deemed to be misdemeanors will be enforced by criminal citation.

- E. Off-road Vehicle Violations: The laws governing the licensing, registration, and operation of off-road vehicles are primarily contained in Title 46.09 of the RCW. Violations may be enforced by verbal warning, notice of infraction, or criminal citations depending on the actual violation.
- F. Equipment Violations: When a vehicle is found to be in violation of several equipment requirements, a notice of infraction should usually be issued for the most serious violation. This action should be taken even when each violation independently is worthy of only a warning. For single, non-hazardous equipment violations, a verbal warning may be given.
- G. Commercial Carriers: Commercial carriers must comply with additional safety laws contained in Title 46 of the RCW. Police Officers, with training or experience enforcing these specific laws, may enforce the laws in Lakewood. In general, violations by commercial carriers will be enforced in the same manner as the general motor vehicle enforcement.
- H. Non-Hazardous Violations: Minor traffic infractions may be resolved by a verbal warning. Subsequent violations may warrant the issuance of an NOI.
- I. Multiple Violations: Traffic infractions and criminal traffic charges shall not be written on the same citation form.
- J. Newly Enacted Laws: It is the policy of the Lakewood Police Department to issue warnings for a period of 30 days after a new traffic law becomes effective, in lieu of special orders to the contrary.
- K. Traffic Collisions: In all cases where the investigating officer has reason to believe that a violation or violations of the law have caused or contributed to a traffic collision, appropriate enforcement actions will be taken.
 - 1. Officers may elect to not issue citations or infraction notices at the collision scene. Officers will later complete the appropriate citation or NOI, mark "Investigation" on the violator signature line and will not enter a date in the "Date Issued" box.
 - 2. Officers will write "See attached collision report re: (case number#)" on the reverse side of the first (court) copy of the citation or infraction, to ensure witnesses are subpoenaed into court. This form will then be forwarded to the prosecutor.
- L. Pedestrian/Bicycle Enforcement: Enforcement action involving violations by pedestrians and bicyclists should receive enforcement emphasis equal to that of regular traffic enforcement.

61.1.6 Traffic Enforcement Practices

Principle: The primary mission of traffic law enforcement is to reduce the frequency of collisions. Therefore it is important for the Lakewood Police Department to maintain visibility on and near the roadways to encourage compliance and enforce violations.

Practices:

- A. Visible Traffic Patrol: Traffic officers will emphasize enforcement of collision-causing violations during high collision hours and locations. Directed enforcement action by the Patrol Operations Unit will be taken when appropriate. All uniformed police officers should practice random enforcement action against violators as a matter of routine. All officers must strive to maintain high visibility while working general enforcement and at high collision locations. The Citizen RADAR Team and Speed Trailer will be used to increase speed awareness in the community, increase the visibility of the Lakewood Police Department in specific areas experiencing speed-related violations, and verify the severity of actual violations.
- B. Stationary Observation: In those areas where fixed-post observation is necessary to maximize the effectiveness of a selective enforcement effort, officers will park in such a manner that traffic flow is not impeded and their position is not completely concealed from view.

- C. Use of Unmarked Vehicles: Enforcement vehicles shall be equipped with emergency lights and siren. They may be marked or unmarked.
- D. Roadside Safety Checks: The Traffic Section may conduct commercial vehicle roadside safety checks in accordance with RCW 46.32.080 and in conjunction with the Washington State Patrol. Any use of roadside safety checks will be pre-planned. The safety check area will be well marked and will not impact the normal flow of vehicular traffic.

61.1.7 Traffic Stop Practices

Principle: Traffic stops are a function of law enforcement. In order to provide for the safety of police officers and citizens, Lakewood Police Department police officers shall adhere to the following guidelines when conducting traffic stops.

- A. Routine Enforcement/Low Risk/ Unknown Risk Traffic Stops: Stops that are conducted for traffic violations and low risk criminal violations.
 - 1. Radio Practices: Prior to conducting a low risk stop, the officer should provide dispatch with the violator's vehicle license plate and the location in which the stop will occur. After the stop, if the location that was provided to dispatch is incorrect, the officer shall update dispatch with the correct location prior to approaching the vehicle.
 - 2. Location of Traffic Stops: Officers should attempt to select the safest location possible for the traffic stop. Consideration should be given to traffic flow/density, available roadway shoulder space, visibility, and available light when appropriate.
 - 3. Vehicle Positioning: Officers should attempt to position their vehicle approximately 10 to 15 feet from the rear of the violator's vehicle. The police vehicle should be offset 2 to 3 feet to the side of the violator's vehicle. This offset should be to the side on which traffic will be passing (normally the left) and is intended to provide the officer with a "safe lane" in which to approach the vehicle. Officers should also consider approaching the violator's vehicle on the passenger's side when it is safe and tactically advantageous to do so.
 - 4. Emergency Lights: When the police vehicle or violator's vehicle is obstructing any portion of the roadway the emergency lights on the police vehicle will be activated. If both vehicles are entirely off the roadway then the emergency lights may be deactivated.
 - 5. Approach of Violator's Vehicle: Officers should approach a vehicle as soon as possible after the traffic stop has been made. Officers should approach in a cautious manner and be aware of suspicious movements made by the driver and/or passengers. If the officer feels his/her safety is in jeopardy, the officer should give the vehicle occupants verbal instructions to reduce the risk or retreat to the police vehicle and request additional police assistance before approaching the violator vehicle.
 - 6. Light: When appropriate, officers will use spotlights and flashlights to assist in providing light during the traffic stop. Spotlights will not normally be activated until the violator's vehicle has come to a stop.
 - 7. Violator Vehicle Occupants: If an officer has reasonable suspicion to believe their safety may be at risk the officer may request that the occupants of the vehicle either remain in the vehicle or exit the vehicle. Officers should avoid having multiple occupants exit the vehicle without additional police assistance.

8. Violator Vehicle Observation: Officers will maintain constant observation of the violator vehicle and the occupants during the entire vehicle stop.
 9. Conclusion of Traffic Stop: Officers should allow the violator to re-enter the roadway first at the conclusion of the traffic stop. Once the officer has cleared the traffic stop, he/she will advise dispatch.
- B. High Risk Stops:** If a police officer has reasonable suspicion to believe that an occupant of a vehicle may be armed, a high-risk stop should be conducted. High-risk stops should only be conducted when two or more police vehicles (officers) are in position to participate in the stop.
1. Radio Practices: Prior to conducting a high-risk stop, the officer shall, if reasonable, provide dispatch with the violator's vehicle license plate, a short description of the vehicle and the occupants, and the location in which the stop will occur. After the stop, if the location that was provided to dispatch is incorrect, the officer will update dispatch as soon as possible.
 2. Location of Traffic Stops: Officers should attempt to select the safest location possible for high-risk stops. Consideration should be given to traffic flow/density, available roadway shoulder space, visibility, surrounding area, and available light when appropriate. Additional police officers should be requested to stop or divert vehicle and/or pedestrian traffic when necessary in order to limit exposure to the line of fire.
 3. Vehicle Positioning: Officers should attempt to position the police vehicles approximately 20 to 30 feet from the rear of the violator's vehicle. The police vehicles should be positioned in a manner to provide cover and concealment from the violator's vehicle. Officers should be aware of crossfire when positioning their vehicles. Officers should also consider other positions of cover and/or concealment in order to reduce crossfire and increase their ability to observe the vehicle and its occupants. Officers should not leave their positions of cover until they believe all the occupants have been removed from the vehicle.
 4. Emergency Lights: The use of emergency lights should be limited to police vehicles positioned where they will not backlight the officers conducting the stop.
 5. Verbal Instructions: Only one officer at a time will provide verbal instructions to the occupants, unless an additional cover officer must give emergency instructions. Occupants will be instructed to exit the vehicle one at a time upon command and in a manner that provides the most consistent observation of hands. Occupants will be given verbal instructions regarding a visual search of the person prior to being directed to move toward the handcuffing officers.
 6. Handcuffing of Occupants: Each occupant will be handcuffed and detained in a safe place until the investigation is completed. Officers will handcuff occupants from positions of cover and concealment from the violator's vehicle. A pat-down search of each occupant will be conducted prior to placing the occupant in a safe location.
 7. Violator Vehicle Check: Once officers believe the violator's vehicle is no longer occupied, a team of two or more officers will conduct a check of the vehicle.
 8. Conclusion of High Risk Stop: Once the officers have determined all occupants have been safely detained; steps should be taken to return to normal traffic patterns as soon as possible.

61.1.8 Conduct Toward Traffic Violators

Principle: Traffic law enforcement is one of the frequent tasks performed by a police officer. Police officers should strive to make each contact educational, and leave the violator with the impression the officer has performed a necessary task in a professional manner. Officers should:

- Greet traffic violators in a courteous manner.
- Advise the citizen of the reason for the stop or detention.
- Explain the infraction/citation judicial process.
- Attempt to calm violators who display signs of emotional distress as a result of the contact.

61.1.9 Speed Measuring Devices (SMD)

Principle: The Lakewood Police Department uses RADAR and LIDAR devices in order to determine speed. The following guidelines shall apply to the use of a SMD.

Practices:

- A. Equipment Specifications: Only a department approved SMD will be used. All SMD equipment will comply with all local, state, and federal regulations.
- B. Operational Practices: Only police officers that have received training on a specific SMD may use that device for speed enforcement purposes. The Professional Standards Section maintains training records.
- C. Care and Upkeep: Each operator shall test the SMD prior to and after use. If the SMD does not test correctly, or if the operator discovers a defect, the operator shall discontinue use and return the device to the Traffic Section Sergeant. Operators will use appropriate care with the SMD and attempt to avoid dropping the device or excessive sliding of the device causing contact with other objects during the operation of the police vehicle.
- D. Maintenance: The Traffic Section Sergeant shall ensure that the devices receive routine maintenance and will make arrangements for necessary repair. The Traffic Section shall maintain records of maintenance and calibration.
- E. Affidavits: An Affidavit of Speed must accompany all infractions issued for speeding when speed measuring devices are used.

61.1.10 Driving Under the Influence (DUI) Enforcement

Principle: Police officers will actively enforce DUI laws. Police officers will assist in education, enforcement, adjudication, and will participate in periodic DUI emphasis programs. Emphasis locations and/or times will be identified via analysis of alcohol/drug-related collisions, violations, and sightings. The Washington State Liquor Control Board will be consulted when circumstances permit to assist in both education and enforcement of DUI-related programs. Notice of planned DUI emphasis programs will be utilized as a deterrent effort.

61.1.11 DUI Arrest Practices

Principle: The Implied Consent Law, RCW 46.20.308, requires several practices when a person is arrested for DUI. The Washington State Patrol DUI Arrest Report shall be completed for all DUI arrests.

Practices:

- A. Breath Test Procedures: Persons placed under arrest for DUI shall be provided the opportunity to take a breath test in order to determine the degree of intoxication. Procedures for administering a breath test are as follows:
 - 1. In traffic cases, the suspect shall be advised of both their "Miranda" rights and their rights under RCW 46.20.308.
 - 2. Operation of the breath test instrument shall be restricted to employees who have been trained in its use and hold a current breath test instrument operator permit card.

3. When breath tests are administered, all applicable reports shall be completed.
 4. In traffic cases, justification for the arrest normally is based on observations of driving, general demeanor, the results of the physical tests, and the statements of witnesses. Results of the breath test shall be used for additional evidence to support the case.
 5. Pursuant to National Safety Council recommendations, a second breath test shall be offered if either breath sample in the first breath test is .25 percent or higher. If the suspect agrees to a second test, it shall be administered after a 30 minute waiting period. Whenever either breath sample in the second test results in a higher reading, the subject shall be afforded the opportunity to obtain medical attention.
 6. If a subject is wearing jewelry or ornamentation pierced through their tongue, lips, cheek, or other soft tissues in the oral cavity, they will be required to remove items prior to conducting the breath test. If the subject declines, they will be deemed to have a physical limitation rendering them incapable of providing a valid breath sample, the officer will apply for a warrant to obtain blood samples. ~~and will be asked to provide a blood sample, refer to the "Implied Consent Warning for Blood," on the DUI Arrest Report. A refusal then to provide the blood sample under this section shall constitute a refusal to perform the breath test.~~ Implied consent no longer applies to blood tests per the ruling in McNeely.
- B. Blood Samples – Without Consent:** The taking of blood samples will occur under the following circumstances (refer to the "Special Evidence Warning" in the DUI Arrest Report).
1. If the driver is unconscious and the officer has reasonable grounds to believe the person had been driving or was in actual physical control of a motor vehicle while under the influence of intoxicating liquor or any drug or was in violation of 46.61.503.
 2. If the driver is under arrest for vehicular homicide.
 3. If the driver is under arrest for vehicular assault.
 4. If the driver is under arrest for DUI resulting from a collision in which another person has been seriously injured.
- C. Blood Sample – Consent:** ~~A blood sample may be taken with consent when the following circumstances exist.~~ **WARRANT REQUIRED:** In the absence of exigent circumstances, officers must obtain a warrant for blood.
- A blood sample may be taken to determine alcohol concentration or the presence of any drug from an incapacitated or an injured person; a person being treated in a hospital, clinic, emergency vehicle, or similar location where a breath test instrument is not following warrant authorization pursuant to state law, ; or where the officer has reasonable grounds to believe the person is under the influence of drugs. ~~if after being read the "Implied Consent Warning for Blood," the person consents to a blood test (see "Implied Consent Warning for Blood" in the DUI Arrest Report). When requesting a blood sample based on consent, the suspect must be read the "Implied Consent Warning for Blood" portion of the DUI Arrest Report and the suspect must give their consent.~~
- D. Blood Sample Retrieval:** The following procedures will be followed when obtaining blood samples:
1. Blood must be drawn in the presence of an officer by a physician, registered nurse, or qualified technician. The officer shall record the name, position, address and telephone number of the person performing the blood draw.
 2. An officer having personal knowledge of the facts creating probable cause for an arrest that is contained in Section B1-4 of this Standard shall be present during the blood draw. If this is not feasible, the officer who is present must be advised probable cause exists to take the blood sample. A person having

direct, personal knowledge of the probable cause must communicate all elements of probable cause. If this does not occur, the officer present during the blood draw must independently determine probable cause prior to the blood draw.

3. Prior to a blood draw without consent, the suspect **MUST BE PLACED UNDER ARREST**, whether unconscious or not, for one of the crimes contained in Section B1-4 of this Standard (refer to "Special Evidence Warnings"). **DO NOT** advise them of their Implied Consent Warnings. Under these conditions, they do not have the right to refuse to give a sample.
 4. Verbally identify yourself to the person, giving your rank, name, and agency. Read the "Special Evidence Warnings" exactly as they are written on the form, including the rights to additional tests. Read these out loud, regardless of the level of consciousness of the suspect. If the suspect cannot sign the forms or otherwise acknowledge they were read, record the response in the appropriate space.
 5. Blood must be placed into the gray-topped vials as provided by the State Toxicology Office. These vials are available in the Evidence/Property Processing Room.
- E. DUI - Drugs, and Drug Recognition Expert (DRE) call-out protocol:** When a DRE is on duty, Officers contacting a driver suspected of being under the influence of drugs or a combination of drugs and alcohol are recommended to request the assistance of a DRE to evaluate the driver's impairment. Officers investigating serious injury or fatality collisions where drug use is suspected shall utilize a DRE to determine if drugs or drugs and alcohol use is a factor in the collision.
1. If a DRE is not on duty, an Officer who is requesting a DRE evaluation shall first attempt to contact an on-duty DRE officer from another department. If an outside agency DRE is not available, the Officer may, with the permission of a supervisor, request a DRE to be called out for an evaluation.
 2. It is recognized that the DRE program is designed to be a shared resource with other agencies. If other jurisdictions request the use of an on-duty Lakewood DRE and if such a request does not interfere with staffing, the supervisor will authorize the use of a Lakewood DRE.
 3. Any evaluation by a DRE will be done at his/her discretion and in accordance with the prescribed standard of the International Association of Chiefs of Police and the National Highway Traffic Safety Administration. The DRE shall have the authority to determine if an evaluation is warranted under the circumstances present.
 4. Prior to a DRE being requested, Officers should determine several factors:
 - a. Probable cause to arrest the driver for DUI should be present. Without probable cause for arrest, a DRE is not necessary.
 - b. A Portable Breath Test instrument (if possible and if the equipment is available) should be utilized to determine if alcohol is the primary factor of impairment. BAC readings above 0.08 are to be processed as an alcohol DUI regardless of any other drugs that may be suspected.
 - c. Exceptions to these criteria may be determined on a case by case basis by the DRE.
- F. Suspects to be Arrested:** All DUI/Physical Control suspects arrested by LPD Officers will be booked or released to someone capable of ensuring adequate care and cessation of driving.

61.1.12 Driver's License Reexamination Referrals

Principle: Upon suspecting a violator/licensed driver suffers from incompetence, physical or mental disability, disease, or other condition that might prevent a person from exercising reasonable or normal care in the operation of a motor

vehicle, police officers shall submit the subject's name for driver license reexamination to the Washington State Department of Licensing (DOL). A copy of the referral will be maintained by the Traffic Section.

61.1.13 Parking Enforcement

Principle: The Lakewood Police Department will enforce existing state and local parking regulations. Enforcement action will generally be initiated when complaints are received, where a traffic hazard exists, or at locations of continued violations.

Practices:

- A. Enforcement actions will be taken only for violations upon the city streets, except for violations of RCW 46.16.381 regarding the unauthorized use of a disabled parking space, and violations of RCW 46.61.570 regarding properly marked fire lanes.
- B. Enforcement of parking violations can be handled in three manners:
 - Written notice of infraction (NOI)
 - Written notice of 24 hour impound
 - Verbal Warning
- C. Disabled Parking Enforcement (DPE): DPE Volunteers, working in teams, conduct weekly patrols of the parking lots of local businesses looking for violations. If they find violations they have the choice of issuing an NOI or of educating the driver of the vehicle as to the disabled parking laws of the State of Washington.
 - DPE Volunteers must undergo a limited background check and then receive training in disabled parking laws and the proper completion of NOIs before they are granted a limited commission to issue NOIs for violations of RCW 46.16.381. See Chapter 16 Auxiliaries.

61.2 TRAFFIC COLLISION INVESTIGATION

PHILOSOPHY: Traffic collision investigations can be resource intensive and complicated investigations requiring special knowledge and training. Successful investigations rely on many of the same concepts and practices used by the Criminal Investigations Section. Traffic collision investigations can result in serious criminal charges and must be conducted in a manner to support those charges. To ensure that traffic collision investigations are completed in a safe, consistent, and thorough fashion the following guidelines have been established.

61.2.1 Traffic Collision Reporting and Investigation

Principle: The reporting and investigation of serious injury and/or technical collisions will be a primary responsibility of the Traffic Section. The reporting and investigation of property damage only or minor injury collisions will be the responsibility of Patrol. Reporting and investigation practices and responsibilities are as follows.

Practices:

- A. Death or Serious Injury: If a collision results in any death or a serious injury that may cause death at a later time, the Traffic Section Sergeant will be notified by the on-duty patrol supervisor. The Traffic Section Sergeant will determine the level of response by his/her unit and what specialized equipment to be utilized. The Traffic Section will assume responsibility for the investigation and any necessary follow-up investigation.
- B. Minor Injury or Property Damage: If a collision results in minor injuries, complaints of pain, or property damage in excess of \$1,500 dollars to any single vehicle or other property, or an involved driver is suspected to be impaired by alcohol or drugs, an investigation shall be conducted and a collision report will be completed. Primary responsibility for collision investigation will be with the Traffic Section. If a traffic section member is not available a patrol officer will perform the investigation. If a traffic collision involves damage

less than \$1500 dollars, and is non-injury, and is not alcohol related, then a Washington State Citizen Collision Report Form will be given to all parties involved.

- C. Hit and Run: The Traffic Section normally conducts property damage and minor injury hit and run investigations. Such incidents shall be investigated even if the vehicle has been moved or if there has been a delay in the incident being reported. The Traffic Section will investigate highly technical, serious injury, and fatality hit and runs.
- D. DUI Related Collisions: Traffic officers and/or patrol officers will investigate DUI related collisions. Practices provided in Standard 61.1.11 will be followed.
- E. Hazardous Materials: If a collision involves hazardous materials, the West Pierce Fire & Rescue shall be notified to respond and contain any spills and evaluate possible exposure danger. Once the collision scene is contained and determined to be safe by the Fire Department, a traffic officer will conduct an investigation into the collision. If a traffic officer is not on-duty, the Traffic Section Sergeant will be notified of the collision and he/she will determine if a response by the Traffic Section is appropriate.
- F. Private Property: The Lakewood Police Department does not investigate non-injury collisions that occur on private property. Injury private property collisions, or those where an involved driver is suspected to be impaired by alcohol or drugs, will be investigated as described above.
- G. City Vehicle Involved: The reporting and investigation of collisions involving City of Lakewood vehicles will be performed as outlined in Sections A-E of this Standard.
- H. Police Department Vehicle Involved: If a Lakewood Police Department vehicle is involved in a traffic collision, the operator of the vehicle shall immediately notify the on-duty patrol supervisor who will respond to the scene of the collision. A traffic officer will conduct the investigation. No involved vehicles are to be moved prior to the arrival of the investigating traffic officer. If no traffic officer is on-duty, the Traffic Section Sergeant will be contacted and will determine if a traffic officer will respond to conduct the investigation. Also refer to Standard 12.1.2 for possible additional notification requirements.

The collision report is completed by the officer investigating the collision. In addition, the operator's supervisor must complete the City of Lakewood risk management forms. The collision report and the City risk management forms will be forwarded to the Traffic Section supervisor and subsequently to the Collision Review Board. Refer to Chapter 40 for information regarding the Collision Review Board.

Reports of collisions involving Department vehicles shall be marked "For Internal Use Only" in bold at the top and shall display only the last name, Department address, and Department phone number for involved employees. No Officer DOB, SS # or home address or phone number will be provided on the report. Such reports shall be submitted to SOUTHSOUND 911 Records, but will not be reported to the Department of Licensing.

1. Chief's Discretion: At the discretion of the Chief of Police, an outside agency may be requested to assist with or conduct the investigation.
2. Outside Lakewood Jurisdiction: If the collision occurs outside the City of Lakewood, the operator shall immediately notify the police agency with jurisdiction and the Lakewood Police Department on-duty patrol supervisor. If the collision is serious in nature the on-duty supervisor will respond or make arrangements for another department supervisor to respond. Also refer to Standard 12.1.2 for possible additional notification requirements.

61.2.2 Traffic Collision Response:

Principle: The Lakewood Police Department will respond to the reported traffic collisions identified in Standard 61.2.1 except as provided in Section A of this Standard. The below listed collisions shall receive priority position for service response:

- Death or serious injury.
 - Hit and run collisions that have just occurred.
 - DUI related collisions.
 - Damage to public vehicles or property.
 - Hazardous materials involved.
 - Disturbance between principal operators.
 - Major traffic congestion as result of the collision.
 - Damage to vehicles to the extent towing is required and the vehicles are blocking the roadway.
- Officers should refer to Standard 41.2.1 regarding the actual driving response that is authorized.

- A. Suspension of Collision Response: Some circumstances may require response to minor injury/complaint of pain or property damage-only collisions are suspended for a period of time. Examples of circumstances that would require such a suspension of response may include extreme weather conditions (snow) or other major incidents requiring substantial department response. The Patrol supervisor shall approve a suspension of collision response and will notify SOUTHSOUND 911 Communications. Persons reporting these collisions during a suspension of response shall be instructed to exchange information.

61.2.3 Collision Scene Responsibilities

Principle: The management of a collision scene and the corresponding investigation often requires the effective completion of several responsibilities. The first officer on the scene may or may not be the actual collision investigator, but he/she will play a key role in the successful management of the scene and the investigation of the collision. In all instances, the first officer on the scene shall ensure for the safety of and care for any injured persons. Scene responsibilities and guidelines for assuring that each is completed are listed below.

- A. Scene Management and Reporting: The first officer to arrive at the scene of a collision is responsible for determining what additional resources are necessary and if additional personnel will be required. Once the initial assessment of the scene has been completed and addressed, additional responsibilities fall to the officer assigned to the investigation. This will be determined by Standard 61.2.1.
- B. Assessment of Injuries: The first officer on scene shall assess whether any of the involved persons have been injured. If there are any injuries, the officer shall determine if medical aid is necessary and if so, request it. The officer may provide care and assistance based upon, and not to exceed, the officer's level of training.
- C. Assessment of Hazards: The first officer on scene shall assess whether there are any immediate life-threatening hazards. Hazards may include; those created by additional traffic and the lack of warning to drivers, those created by fire or the potential of fire, those created by hazardous material spills or potential spills. The officer shall request resources necessary to eliminate or reduce these and other hazards.
- D. Collecting Information: The investigating officer will collect all the necessary information and statements from involved parties and witnesses. If more than one officer will be completing this responsibility, it should be coordinated by the investigating officer. In serious injury or fatality collisions, or in any other instance where there is the possibility of felony criminal charges being brought against one or more parties, every attempt should be made to hold material witnesses at the scene until the arrival of the Traffic Section investigator.
- E. Protecting the Collision Scene: The first officer on scene shall ensure the necessary steps are taken to protect the collision scene from hazards and preserve evidence. If additional equipment or personnel is needed to perform this responsibility, he/she will request the necessary assistance.
1. Death or Serious Injury Collision Investigations: In most collisions of this nature, a roadway or portion of it will have to be closed for the investigation. This should be accomplished as soon as possible in order

to preserve evidence. Consideration should be given to the entry and exit paths for other emergency vehicles in order to preserve evidence and efficiently manage ingress and egress from the scene.

2. **Roadway Closures:** When a roadway is closed, consideration should be given to the use of alternate routes. The Public Works Department may be requested to assist in major roadway closures or the implementation of alternative routes. The Patrol supervisor or designee shall approve the request for assistance from the Public Works Department
- F. **Property of Collision Victims:** The investigating officer will ensure that property belonging to a collision victim is protected from theft or pilferage. The officer shall determine if there is any property of value (in excess of \$20 dollars) in an involved vehicle when the owner is unable to protect due to injuries. Property of apparent value or removable locked containers that are located will be protected in the following manner:
1. **Release to Approved Individual:** If the owner is able to communicate and wishes the property be released to a subject at the scene of the collision, the officer will release the property to this person and document their identity and the property released to him/her.
 2. **Impound/Inventory of Vehicles:** Prior to a vehicle being impounded based on police authority, a complete inventory of the vehicle and its contents outside of locked containers will be conducted. The inventory list on the back of the Vehicle Report shall be completed. Property that is valued at approximately \$20 dollars or more shall be left in the vehicle and recorded in the "other" area of the inventory form. If, during an inventory of the vehicle, an officer discovers any possible evidence to a crime, the officer shall immediately terminate the inventory and proceed with a search authorized in Standard 1.2.4.

61.2.4 Collision Follow-up Investigations

Principle: The collection of off-scene information/data will be the responsibility of the investigating officer on a case-by-case evaluation. It can include, but is not limited to; medical records, intoxication test results, contacting witnesses not on-scene at the time of police arrival, and information regarding operator physical disabilities or limitations. In addition, there may be investigations that require more technical follow-up investigations such as collision reconstruction, vehicle mechanical inspections, and laboratory requests for physical evidence. In such instances, the Traffic Section will conduct or direct these investigative tasks.

61.3 TRAFFIC DIRECTION AND CONTROL

PHILOSOPHY: The smooth and efficient flow of traffic is a continuous concern of the City of Lakewood and the Lakewood Police Department. Often situations requiring employees of the Police Department to provide some type of traffic control and/or direction can be dangerous to the officer and motorist. The guidelines provided in this section are intended to facilitate the flow of traffic and assist officers in conducting traffic control and/or direction in a safe manner.

61.3.1 Activities Related to Traffic Engineering

Principle: The Lakewood Police Department seeks to reduce and/or remedy the hazards related to traffic collisions and congestion by cooperating closely with the City of Lakewood Traffic Engineer. Representatives from the Traffic Section meet regularly with City Department of Public Works traffic engineers regarding specific identified issues and for a routine exchange of information. Specific activities are listed below:

Practice:

- A. **Exchange of Complaint Information:** Complaints or suggestions regarding traffic conditions made by citizens may be received by either Department. If a complaint is received by the Police Department it will be forwarded to the Traffic Section. The Traffic Section Sergeant will assign an officer to verify the nature of the complaint. Complaints that may be solved by traffic education and enforcement will be handled internally by the Police Department. The Traffic Section Sergeant will forward traffic complaints to DPW, coordinate the

efforts of the DPW traffic engineering section and the traffic unit, address consideration of the speed radar trailer, traffic counters, citizen speed radar patrol, traffic officer patrol, signage changes, speed humps, round-abouts or other traffic calming measures as options to resolve the concern.

- B. Transmission of Enforcement and Collision Data: The summaries completed by the Traffic Section Sergeant regarding collision and enforcement data will be forwarded to the DPW and the City's Risk Manager. Whenever a collision which results in a death or serious injury occurs, a copy of the report related to the collision will be forwarded to Public Works.

61.3.2 Traffic Direction and Control Practices

Principle: In order to provide for the safety of personnel directing or controlling traffic and the safety of motorists, the following practices will be used when directing or controlling traffic.

Practices:

- A. Traffic Collisions: The first officer on the scene will assess the need for traffic control and direction. The officer may request additional assistance if necessary to ensure for the safety of persons at the scene, protect the scene, and provide adequate control/direction to other motorists and pedestrians. The use of flares, cones, and other emergency equipment should be considered and deployed when necessary.
- B. Uniform Hand Signals and Gestures: Police officers are taught to use the "point and control" method instructed by the Washington State Criminal Justice Training Center and provided in the Uniform Traffic Control Manual.
- C. Fire Scenes and other Critical Incidents: If requested by the Fire Department, Police Department personnel will provide traffic control assistance at the scenes of fires or other incidents requiring numerous fire apparatuses to respond.
- D. Adverse Weather Conditions: Lakewood Police Department personnel will monitor the status of roadways during adverse weather conditions. Standing water, icy and snow related hazards, and wires down across roadways are examples of hazards to be aware of during adverse weather conditions. If a uniformed officer discovers a roadway condition which creates an extreme hazard they should perform any necessary traffic control and directions and report the problem immediately. The patrol supervisor may make arrangements for additional resources to respond if necessary.
- E. Signal Malfunctions: Police Department personnel may provide traffic control and direction at large intersections when there is a signal malfunction or power outage. Requests for assistance during planned maintenance or repair of traffic control signals should be routed to the Traffic Section Sergeant. When the need for traffic control and direction is going to be prolonged for several hours and/or days, the use of temporary traffic control devices should be considered. The on-duty patrol supervisor will approve the request for deployment of these devices.
- F. Temporary Traffic Control Devices: May be utilized at the direction of the on-duty patrol supervisor.
- G. Reflective Clothing: In order to increase the visibility of personnel conducting traffic direction or control, reflective vests have been assigned to each department vehicle. Police personnel directing or controlling traffic, or at the scene of a collision shall wear the reflective vests while in the roadway. Officers are allowed to perform momentary tasks in the roadway, such as removing an item or briefly stopping traffic, without the vest if it is impractical to do so.

61.3.3 Law Enforcement Escorts

Principle: The Lakewood Police Department recognizes there are legitimate requests for law enforcement escorts. In order to ensure escorts are performed in a safe manner, the following practices will apply.

- A. **Scheduled Escorts:** Scheduled escorts may include motorcades, movement of unusual or oversized cargo, or parades. All requests for scheduled escorts will be forwarded to a Lieutenant for approval and assignment. Escort requests without required permits or sufficient notice will not be provided.
- B. **Emergency Medical Escorts:** No officer of the Lakewood Police Department shall provide an emergency escort to another non-emergency vehicle. Medical assistance should be summoned to the officer's location. In cases where there is a medical emergency and a person must be transported to the nearest hospital immediately, the person will be transferred to a marked patrol vehicle and transported by the officer. This will only occur with prior approval from the on-duty patrol supervisor.

61.4 ANCILLARY SERVICES

PHILOSOPHY: Services that are normally considered as secondary by law enforcement agencies may be considered by some citizens to be the most important service or enforcement that we provide. The police officer that stopped to help a stranded motorist or towed a person's vehicle leaves a significant impression on those individuals. Therefore it is important to provide guidelines ensuring that department members perform these tasks with dedication.

61.4.1 Stranded Motorist Assistance

Principle: The Lakewood Police Department provides assistance to motorists, to include the following activities:

- A. **General Assistance:** Lakewood Police Department officers should stop and provide assistance to stranded motorists whenever possible. If they are unable to stop due to a call for service, because they are transporting a prisoner, or because they are operating an unmarked vehicle without rear emergency lighting, dispatch should be notified so that another officer may be sent.
 - 1. **Citizen Transports:** When it is necessary to transport a citizen, the officer will notify dispatch of the point of origin, destination, beginning, and ending mileage. If it is necessary to transport outside the city limits, the on-duty supervisor shall be contacted for approval.
- B. **Mechanical Assistance and Towing Services:** When reasonable, officers are encouraged to assist disabled motorists in changing tires, obtaining fuel, or making minor repairs of which they are knowledgeable. Officers should not become so involved in such activities that they become unavailable to respond to emergencies.
 - 1. **Towing Services:** If a stranded motorist requests a tow truck, the officer will communicate this request to dispatch. Should the motorist have a preference of tow companies, the preferred company will be contacted. If the motorist has no preference, or the preferred company is not a reasonable option, a standard rotation tow will be contacted.
- C. **Protection of Stranded Motorist:** Uniformed police officers are expected to assist stranded motorists and take reasonable steps to ensure their safety. In order to accomplish this expectation, officers will perform the following activities.
 - 1. **Disabled Vehicles in the Roadway:** Officers will remove disabled vehicles from the roadway whenever possible. Patrol vehicles with push-bars may be used to accomplish this task. Officers are not expected to manually push vehicles from the roadway. If a disabled vehicle cannot be pushed from the roadway, a tow company will be requested and the officer will remain with the disabled vehicle to provide traffic control and direction until the vehicle can be removed. However, in areas of light traffic congestion, when a disabled vehicle is clearly visible to approaching traffic, an officer may set out traffic flares to provide traffic control and direction. In these instances, once a tow company is responding, an officer may leave the disabled vehicle if the owner/driver is present and the officer determines the location and conditions to be safe.

2. Transportation of Vehicle Occupants: Officers will ensure that the motorist and vehicle occupants obtain transportation or are driven to a safe location. This includes passengers of vehicles that are being towed by police authority.
- D. Emergency Assistance:
1. Medical Emergencies: Officers responding to medical emergencies occurring on the roadway may provide first aid and shall request medical aid. Officers may also need to request additional assistance for traffic control/direction.
 2. Vehicle Fires: Patrol vehicles are equipped with fire extinguishers that may be used on small vehicle fires. Officers shall request a response from the Fire Department even if they believe they have extinguished the fire.

61.4.2 Hazardous Roadway Conditions

Principle: Roadway hazards, roadway defects, debris in the roadway, defective lighting equipment, abandoned vehicles, and damaged or missing street/traffic signs can all become conditions that lead to collisions or vehicle damage.

Practice: Officers observing debris in the roadway should attempt to clear it to the shoulder. When an officer observes other roadway or roadside hazards, he/she will notify dispatch, who will contact the appropriate resources. Officers should assess the continuing risk and remain at the location of the hazard, if necessary, to provide necessary traffic control/direction.

61.4.3 Vehicle Impoundments

Principle: The purpose of this Standard is to guide the proper exercise of authority regarding the towing and/or impoundment of vehicles. Whenever a motor vehicle is towed/removed at the direction of a Lakewood Police Department employee, such removal will comply with the law and a written record shall be made.

Practices:

- A. Abandoned Vehicles:
1. Unauthorized Vehicles: Follow the procedures outlined in RCW 46.55.085
 2. Junk Vehicles: Follow the procedures outlined in RCW 46.55.230.
- B. Removal and Towing from Public and Private Property:
1. Public Property: RCW 46.55.113 provides authority to police officers to remove vehicles in several types of situations. In addition to the situations outlined in RCW 46.55.113, a police officer may impound a vehicle in the following situations:
 - a. Evidence: When an officer has probable cause to believe that the vehicle may contain evidence related to a crime or is itself evidence related to a crime. After removal a search warrant for the vehicle will be sought. This impoundment may only occur with prior approval from the on-duty patrol supervisor.
 - b. Unsafe Vehicle: Follow the procedures outlined in RCW 46.32.060.
 2. Private Property: Vehicles may be left on private property belonging to the driver or registered owner of the vehicle, or with the permission of the owner of the property.

- a. When a vehicle is to be impounded for the purpose of collecting evidence and is located on private property, a search warrant may be necessary to enter that property and remove the vehicle. If it is unclear whether a search warrant is required, the on-call CIU supervisor will be contacted.

C. Impoundment Practices:

1. Authority: Law enforcement officers are authorized to impound vehicles pursuant to RCW 46.55.113 and RCW 46.55.360. Washington courts require police impoundments, performed per authority granted in RCW 46.55.113, meet a general reasonableness inquiry while impounds performed pursuant to RCW 46.55.360 are mandatory whenever the driver is arrested. Additionally, officers should attempt to notify the owner of recovered stolen vehicles, and allow the owner a reasonable amount of time to retrieve their vehicle prior to impounding it. Police officers shall document in their report any factors supporting the decision to impound. Factors may include:

- Driver refuses to sign impound waiver or was not authorized to sign
- Driver's intoxication level prevents him/her from intelligently waiving impoundment
- No licensed driver promptly available to take charge of vehicle
- Vehicle itself not licensed or legally insured to travel on public roadways
- Vehicle could not be secured
- Adverse weather conditions would make the vehicle a hazard if left on the roadway
- Vehicle abandoned or junked
- Vehicle itself unsafe
- Vehicle a hazard to traffic, Police, or public convenience
- Vehicle at risk of vandalism or theft

Factors which support a decision not to impound may include:

- Licensed driver promptly available and authorized by the registered owner (RO) to take charge of vehicle
- Vehicle safely parked on RO's property or property where RO has permission to leave the vehicle
- Concerns for safety or health of driver or passengers exist if vehicle was impounded
- Concerns for liability of City if vehicle was impounded

2. Inventory of Vehicles: Prior to a vehicle being impounded based on police authority, a complete inventory of the vehicle and its contents outside of locked containers will be conducted. The results of the inventory will be documented on the Uniform Washington State Tow/Impound and Inventory Record. Property that is valued at approximately \$20.00 dollars or more shall be left in the vehicle and recorded in the inventory area of the form. If, during an inventory of the vehicle, an officer discovers any possible evidence to a crime, the officer shall immediately terminate the inventory and proceed with a search authorized by Standard 1.2.4.

- a. Location of Inventory: The inventory should be conducted at the location where the impound is occurring, unless limited by reasons of officer safety. To address officer safety issues, the vehicle will be removed to a place of safety and the inventory immediately conducted.
- b. Scope: The inventory may extend to all areas of the passenger compartment where personal property or hazardous materials may be found. Closed containers and/or trunks will not be opened for inventory purposes, unless the employee can articulate a "manifest necessity" based on public safety. The presence and description of closed containers will be documented on the inventory list.
- c. Stolen Vehicles: When the owner of a stolen vehicle responds to take possession of the vehicle, a visual sweep will be completed in their presence prior to the vehicle's release.
- d. Evidence Exception: If a vehicle is being impounded per Section B.1.a. of this Standard an inventory shall not be initiated prior to the removal of the vehicle. The officer should ensure the

vehicle and its contents are disturbed as little as possible. The officer will seal the vehicle at each entrance to the vehicle, including the hood and trunk.

- e. Notification of CIU: Whenever a vehicle is impounded in order to collect evidence of a crime, a CIU supervisor shall be notified within 24 hours.
 - f. Written Record: The appropriate report shall be completed whenever a vehicle is impounded or a stolen vehicle is recovered. The officer responsible for the impoundment or stolen vehicle recovery shall also immediately notify SOUTHSOUND 911 Records of the vehicle's status. Where a driver is charged with Driving While License Suspended, the officer should indicate in the report whether the vehicle was impounded or not and what the reasons were that supported the impoundment or release of the vehicle
- 3 The City of Lakewood adopted a municipal code (LMC 10.28) specific to impoundments and holds of vehicles where drivers were arrested for driving under the influence or driving while license suspended violations.

DETAINEE TRANSPORTATION

70.1 TRANSPORT OPERATIONS

PHILOSOPHY: The transportation of prisoners is a potentially dangerous function. The use of precautions can effectively decrease the potential of harm to the involved officers, the public, and the person in custody. Officers are also responsible for the well being of a prisoner during transport. The principles and practices in this section will assist in ensuring the safe and expeditious transport of prisoners.

70.1.1 Prisoner Transportation Practices (Also see 70.2.1)

Principle: In order to ensure the safe transport of prisoners as well as care for the needs of diverse prisoners, the following practices shall apply.

Practices:

- A. Handcuffing: All persons in custody shall be handcuffed during any transportation. Officers will secure the person's hands by using handcuffs, flex-cuffs, or another approved department restraint device and method.
 - 1. Normally the person's hands will be secured behind their back with their palms facing out. Some exceptions may apply because of medical reasons, age, or other circumstances. In these instances a supervisor shall be notified.
 - 2. Other considerations: Officers shall also ensure the following practices are applied when handcuffing subjects. Exceptions may be made for combative prisoners.
 - a. The handcuffs will be reasonably snug and always double-locked.
 - b. Officers will avoid placing handcuffs over clothing or jewelry.
- B. Searching Prisoners: All persons in custody shall be searched prior to each transport. When a person is being lawfully detained and it becomes necessary to transport the person, a pat-down search shall be conducted. Refer to Standard 1.2.4 regarding the scope of the search.
 - 1. Visual Inspection of Pockets: In order to prevent inadvertent contact with items that may expose an officer to communicable diseases, a visual search of pockets should occur prior to an officer removing items from a pocket.
 - 2. Opposite Sex Searches: Unless immediate officer safety considerations prohibit waiting for a second officer, an officer shall have another officer present to witness the search of a person of the opposite sex.
- C. Transporting: The following practices shall apply during the transportation of persons in custody or lawfully detained.
 - 1. Information Provided to Dispatch: Prior to transport an officer shall provide the dispatcher with the below listed information.
 - Unit call sign
 - Number and sex of prisoner(s)

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 - 1. Information Provided to Dispatch: Prior to transport an officer shall provide the dispatcher with the below listed information.
 - Unit call sign
 - Number and sex of prisoner(s)

- Destination
 - Mileage (also provide ending mileage when arriving at destination)
2. Use of Seatbelt: The seatbelt not only helps to prevent injury to the person being transported, but it also reduces a person's ability to slip the handcuffs to the front during transport. Therefore all persons being transported shall be secured by a seatbelt. An exception may be made when a prisoner is combative.
 3. Use of Leg Restraints: It may become necessary to apply leg restraints to combative persons who are in custody.
 - a. In no circumstances shall a person be restrained in a manner (4 point restraint) where their legs are pulled up behind them and secured to the handcuffs or other object in their waist area at a distance less than two (2) feet.
 - b. If a four (4) point restraint is utilized, the person shall not be placed or transported in a prone (face down) position. Transporting officers will note under "other remarks" on the jail booking form that the subject was transported while under 4-point restraints.
 - c. A police supervisor shall be notified whenever leg restraints or a 4-point restraint will be maintained on the prisoner to safely complete the jail transport
 4. Transport Ratio: Generally it should be a five to one ratio of prisoners to officer for transportation. In mass arrest situations, if the ratio is to exceed this limit, a supervisor will be advised.
 5. Involuntary Mental Evaluation Holds: Whenever a person is placed on an involuntary mental evaluation hold, either an ambulance will be contacted for the transportation or the officer may transport to the nearest appropriate hospital. An officer may be required to follow the ambulance to its destination for investigative reasons or when the person is being combative.
 6. Juvenile Transports: Known juveniles will be transported separately from adults. A supervisor may permit a juvenile and adult to be transported together in a patrol vehicle when it is deemed necessary due to staffing. In these instances the juvenile prisoner will be transported to a holding facility prior to any adult prisoner.
 7. Female Transports: Female prisoners may be transported with male prisoners in a patrol vehicle at the officer's discretion. No pregnant woman or youth may be transported from a correctional facility to another location (including court proceedings) in restraints **during the third trimester or postpartum recovery** unless **"extraordinary circumstances" exist where an officer makes an individualized determination that restraints are necessary to prevent an escape, injury to the woman or youth, medical or correctional personnel or other"**. In the event an officer believes an extraordinary circumstance exists requiring restraining during the third trimester or postpartum recovery, the officer must fully document in writing the reasons that he or she determined such extraordinary circumstances existed. Women who are in their third trimester of pregnancy or in postpartum recovery shall be transported in a separate vehicle from other prisoners.
 8. Unattended Prisoners: Except in emergency circumstances, refer to Standard 70.1.4, no person in custody or being lawfully detained shall be left unattended in a police vehicle. A prisoner shall be deemed to be unattended when the officer can no longer maintain continuous visual observation of the prisoner. Exception may be made when the vehicle is to be left within a secure holding facility.
 9. Use of hoods: The use of spit hoods is authorized when reasonable to do so.

70.1.2 Vehicle Inspections

Principle: In order to ensure a vehicle used for transportation of a person in-custody is free from contraband and/or weapons, an officer shall conduct a search of the area where the prisoner will be seated prior to and after each transport. Also refer to Standard 41.3.2 regarding daily inspections of the vehicles.

70.1.3 Officer Positioning During Transport

Principle: The patrol vehicles are equipped with security screens. Therefore officers will always place prisoners in the secured area of the vehicle for transport. No officers will accompany prisoners in the secured area during transport. An unmarked vehicle might not be equipped with a security screen. The lack of the security screen creates additional safety concerns for an officer transporting a prisoner. Therefore if an unmarked vehicle is to be used to conduct a transport of a person in-custody or being lawfully detained, officers shall adhere to the below described practices.

Practice:

- A. One Person: Two officers will be present during the transport. The person in-custody shall be seated in the back passenger seat. The second officer shall be seated in the rear seat behind the officer driving the vehicle.
- B. Two Persons: If it becomes necessary to transport two persons, a vehicle with a security screen shall be utilized.

70.1.4 Interrupting a Prisoner Transport

Principle: Officers shall proceed directly to the destination provided to dispatch unless the officer provides dispatch with a new destination and their current location. Officers shall not interrupt prisoner transports unless an officer witnesses a situation and/or crime in which failure to act would risk death or serious bodily injury to another. If an officer must interrupt a prisoner transport, he/she shall immediately notify communications of the location, the reason for the interruption, and request assistance. The officer will resume the transport as soon as reasonably possible.

70.1.5 Prisoner Communications During Transport

Principle: Safety aspects of the transportation function require that the prisoner's rights to communicate with attorneys, clergy, family and/or others will not normally be exercised during transportation. Should a special circumstance arise which would necessitate an exception to this standard, the transporting officer will monitor the communication, with the prisoner's knowledge. The term "readied for transport" shall mean as the prisoner is being placed in the vehicle, secured, and waiting in the vehicle for transport.

70.1.6 Transport Destination Practices

Principle: An officer transporting a prisoner to another facility will comply with the rules of that facility. The transporting officer shall:

- A. Secure firearms in a gun locker or in the trunk of the police vehicle before the prisoner exits the vehicle.
- B. Leave restraints on the prisoner unless otherwise directed by the receiving officer.
- C. Provide the necessary completed documentation to the receiving officer.
- D. Provide any special information to the receiving officer concerning the prisoner's behavior, health, risk of escape, or violence.
- E. Obtain a signature from the receiving officer for the prisoner and the prisoner's property. It is not necessary to obtain a copy of that signature for Lakewood Police Department records.

When an officer transports a person in custody or lawfully detained to the Lakewood Police Department, the practices provided in Chapter 71 shall apply.

70.1.7 Prisoner Escape

Principle: The escape of a prisoner requires immediate action, but should never unnecessarily jeopardize the safety of an officer. The following practices will apply to assist in the apprehension of the prisoner and the documentation of the escape.

Practice:

- A. Notification: An officer shall immediately notify dispatch and the patrol supervisor of the escape. The officer should provide the location of the escape and the last known direction of travel of the prisoner, as well as any other information that may assist in the capture of the escapee. If in another jurisdiction, the officer shall ensure the jurisdiction is notified of the escape and assist that jurisdiction in any way authorized. Police Officers shall take immediate steps to arrest the escapee if possible.
- B. Report: The involved officer shall complete a police report documenting the escape.
- C. Prosecution: The police report regarding the incident shall be forwarded to Criminal Investigations Unit (CIU) and the assigned case officer will ensure that the escape charges are filed in the appropriate court.

70.1.8 Unusual Security Risk

Principle: The transporting officer shall notify the presiding judge, respective bailiff, or the corrections shift supervisor any time a transported prisoner is deemed a risk. The judge may allow or direct the use of restraining devices inside the courtroom. The transporting officer may request additional personnel for assistance or security.

70.2 RESTRAINING DEVICES

PHILOSOPHY: Restraining devices are an important tool to assist officers in controlling the movements of suspects and prisoners. Although restraining devices greatly enhance an officer's ability to increase safety for themselves and others, the devices can cause and/or contribute to bodily injury and should be used with care.

70.2.1 Authorized Restraining Devices and Methods

Principle: Standard 70.1.1 specifies the various authorized restraining devices and methods. In addition, any Police Officer transporting on behalf of the court may use waist chains and/or leg chains when transporting multiple prisoners from jail to court for appearances. These restraints may also be used when transporting persons in custody or legally detained that require alternative restraints due to medical reasons, size, or special security considerations.

70.3 SPECIAL TRANSPORT SITUATIONS

PHILOSOPHY: It may become necessary to provide transportation to prisoners that are sick or injured. In order to ensure their welfare, the following practices shall apply.

70.3.1 Transporting Sick, Injured, or Disabled Prisoners

Practice: Officers shall adhere to the following practices when transporting sick, injured, or disabled prisoners.

- A. Medical Attention: Whenever a person in police custody requests medical attention it shall be provided as soon as possible to them by qualified medical personnel. An officer may provide transportation to a medical facility or request a medical response to the officer's location at their discretion and depending on the nature of the complaint. Prisoners shall remain restrained during any transportation the Lakewood Police Department conducts.

1. Transport by Aid Car: An officer shall follow an aid car whenever the aid car is transporting a person in custody. In the event that it becomes necessary for an officer to ride in the aid car, the officer will first get approval from his/her supervisor.

- B. Disabled Persons: Persons with physical and/or mental disabilities shall be transported according to Standards 70.1.1 and 70.2.1.

70.3.2 Medical Attention

Principle: Officers shall adhere to the following practices whenever it becomes necessary for a person in custody to receive medical attention.

Practices:

A. Security:

1. Any person in custody shall remain in restraints unless the attending medical personnel specifically ask for the restraints to be removed. The officer shall remain in constant observation and close proximity of the person in custody.
 - a. Extended Care: If the person in custody is going to require extended treatment and does not present a threat to medical personnel he/she may be left unattended during this treatment with prior authorization from a police supervisor. Medical facility staff may notify the Police Department when the person is ready for transport.
 - b. Person In-Custody Admitted: The Police Department is responsible for security whenever a person in custody is admitted to a medical facility and must remain in police custody. Whenever a person in custody is going to be admitted to a medical facility, a police supervisor shall be contacted and advised. When appropriate the supervisor may select an authorized alternative to continued physical custody. Refer to Standard 1.2.7.

- B. Medical Release: If the person is to be booked, the medical facility must provide a signed medical release form that will be provided to the jail facility at the time of booking.

70.4 TRANSPORT EQUIPMENT

Philosophy: The Lakewood Police Department attempts to mitigate the risks created by prisoner transportation by providing specialized equipment and vehicle modifications.

70.5. DOCUMENTATION

PHILOSOPHY: Whenever a Lakewood Police officer is transporting a prisoner from a jail facility to another location it is important to ensure proper documentation accompanies the prisoner in order to positively identify the prisoner and communicate from one entity to the next, any special concerns or considerations. Therefore the below listed practices shall apply.

70.5.1 Required Documentation

Practice:

- A. Verify Identification: The transporting officer is responsible for verifying the prisoner's identity before accepting custody. Officers shall confirm the prisoner's identity by checking the identification bracelet or card, matching physical description of prisoner to jail records, or any other method assuring the correct identity of the transported prisoner.

- B.** Accompanying Documentation: The following documentation shall accompany a prisoner being transported to another facility if applicable:
- Commitment papers
 - Warrants or information on warrants
 - Medical records or information including unusual illness
 - Personal property
- C.** Court Transportation: The Lakewood Municipal Court provides documentation for a prisoner transported to the court.
- D.** Additional Information: Additional documentation concerning a prisoner's risk of suicide, escape, or other potential security risks shall accompany them.

PROCESSING AND TEMPORARY DETENTION

71.1 AUTHORIZATION

PHILOSOPHY: The Lakewood Police Department provides for the temporary detention of prisoners and suspects at the Lakewood Police Station in order to complete necessary processes prior to booking or release. The temporary detention rooms at the Lakewood Police Station are intended for this use and prisoners should not be detained at the Lakewood Police Station for longer than necessary to process them and/or arrange for additional transportation. In addition, the introduction of a suspect or prisoner into the Lakewood Police Station creates many safety risks. The principles and practices provided in this section are intended to reduce risks and ensure the efficient use of the temporary detention rooms.

71.1.1 Temporary Detention Practices

Principle: The Lakewood Police Department has a processing and temporary detention area within the station building. This area contains a processing room, an interview room, a restroom and three temporary detention rooms. One of the temporary detention rooms has a separate entrance and is primarily used for juveniles. The only rooms intended for temporary detention are the three temporary detention rooms. These detention rooms are used for short term holding of adults and juveniles in police custody prior to release or booking. Detainees shall not be detained in any other room unless being interviewed or processed at the time. The following practices shall apply to the use of the temporary detention rooms and the other Police Station areas.

71.2 TRAINING

71.2.1 Temporary Detention Training

Principle: Lakewood Police Department officers are trained in the use of temporary detention rooms and the practices provided in Chapter 71 of this Manual. Temporary detention training is updated at a minimum of every 3 years.

71.3 DETAINEE PROCESSING AND CONTROL

71.3.1 Procedures

Practices:

- A. Documentation: Officers placing detainees in a temporary detention room must document the date, time in and out, and reason for detention, on the Temporary Detention Room Log.
- B. Supervision and Accountability:
 - 1. Supervision: Detainees in the interview room or processing area will be under continuous supervision at all times. Supervision requires that an officer is within constant proximity to a detainee to respond to visual or verbal requests. Detainees secured in temporary detention rooms require officers perform periodic visual checks of the detainee's welfare. The documented visual checks shall occur at a minimum of every thirty minutes.
 - a. Search: Officers will properly and thoroughly search persons prior to placing them in a temporary detention room. The officer shall remove all property from the detainee. The detainee's belt, shoes and bulky layered clothing shall also be removed.
 - b. Detention Length: Detainees will only be held for the period of time necessary to perform an interrogation, prepare necessary documentation for booking or release, or provide for transportation to a holding facility when necessary. Adult detainees shall not be held longer than six hours without supervisory approval. Juvenile detainees shall not be held longer than six hours.

- c. Use of Restraints: Whenever a detainee is being escorted through any portion of Police Station, the detainee shall be handcuffed in an approved manner. Refer to Standard 1.2.5.
 - 1. Temporary Detention Room: An officer may use discretion in continuing the use of handcuffs while the detainee is in a temporary detention room. Refer to Standard 71.3 for approved methods of securing detainees.
 - 2. Interviews: An officer may use discretion in continuing the use of handcuffs during an interview.
 - 3. Other considerations: An officer may remove handcuffs in other areas of the facility in order to accomplish specific tasks that require the detainees to use their hands.
- 2. Accountability: Each officer is accountable for the detainee(s) they bring in. Responsibility for the detainee may be transferred to another officer by mutual agreement of both officers.
- 3. Security Inspection: Officers shall inspect the temporary detention room before placing a detainee in the room and after the detainee has been removed from the room for transportation or release.
- C. Authorization of Use: Officers are authorized to use the temporary holding cells at their discretion however they should notify a supervisor when placing a detainee into the cell. Detainees that have been physically combative towards the police should generally not be transported to the Lakewood Police Department facility, but instead taken directly to an approved jail facility or Remann Hall. Overhead lighting will remain on at all times when a detainee is in a temporary detention room.
- D. Temporary Restraint of Detainees: There is an immovable bench located in the processing area that is designed to temporarily secure detainees to.
- E. Required Separation: The following detainees shall remain separated while at the Lakewood Police Station.
 - 1. Juvenile Detainees: Shall remain separated from adult detainees at all times by using the identified juvenile temporary detention room which is separated by sight and sound. Juveniles will only be detained in the others detention rooms when there is a need to separate multiple juvenile detainees and there are no adults detained at the time..
 - 2. Female Detainees: Shall remain separated from male detainees at all times

71.3.2 Immovable Objects

Practice: Temporary detention rooms are equipped with immovable benches that are designed to secure a detainee to. Securing a detainee to the immovable bench is at the discretion of the officer. Detainees should not be secured to any item not designed for such purpose.

71.3.3 Security Concerns

Principle: The temporary detention rooms used by the Lakewood Police Department are not designed to be secure facilities. A subject placed in a temporary detention room should be less of a risk in terms of escape or officer safety than subjects transported directly to a jail facility. In order to reduce the risk to officers or of escape, the following practices shall apply.

- A. Weapons Control: All officers will practice good weapon security tactics whenever contacting a person being detained or when a detainee is being moved through the Police Station. Detainees will remained handcuffed to the rear as indicated in MOS 1.2.5 and 70.1.1 and only for a reasonable amount of time. Officers must disarm and secure their firearms, in the gun lockers, at all times prior to accessing the temporary detention rooms. Accessing the temporary detention rooms is defined as crossing the red demarcation line in the

processing area or entering the initial secured door leading to the juvenile temporary detention room. A second officer should remain in the processing area or the area outside of the initial entry door to the juvenile holding cell, to provide cover when a detainee's handcuffs are removed or when the primary officer must enter a detention rooms. (Rev. 02/10)

- B. **Panic/Duress Alarms:** Officers shall have a police radio or mobile phone with them at all times when contacting a detainee at the Police Station. In case of an emergency, the officer shall broadcast a request for assistance, call dispatch or activate the emergency button on the police radio.
- C. **Access to Area and Detainee:** Only authorized persons have access to the area containing the processing area or temporary detention rooms.
 - 1. **Visitors:** Detainees shall not be allowed visitors while being detained at the Police Station.
 - a. **Legal Counsel:** It may become necessary to provide legal counsel access to a detainee while he/she is still in police custody. This shall only occur with approval from the on-duty supervisor.
- D. **Escape Prevention:** Detainees shall be secured in the temporary detention room and continually supervised by an officer. All detainees shall be searched prior to being placed in a temporary detention room. The officer shall remove all property from the detainee. The detainee's belt, shoes and bulky layered clothing shall also be removed.
- E. **Visual Observation:** Officers shall conduct a visual check of the detainee in a temporary detention room at a minimum of every thirty minutes.
- F. **Video Monitoring Devices:** There are several cameras in the processing and detention areas of the building. Monitors are available in the Turnout room 24 hours a day 7 days a week for viewing.

71.4 TEMPORARY DETENTION FACILITY CONDITIONS

71.4.1 Physical Conditions

Principle: The temporary detention rooms at the Police Station have a secure restroom in close proximity and readily available for use. Water is also available throughout the facility. Detainees will be allowed to use the restroom and provided water in a timely manner, upon request. The rooms receive regular cleaning and sanitation.

71.4.2 Fire Prevention/ Suppression

Principle: The following practices help protect against fire as a result of temporary detention and assist in safe evacuation attempts if a fire occurs.

Practices:

- A. **Fire Prevention:**
 - 1. **Confiscation of Property:** Any lighters and/or matches are removed from detainees prior to placing them in a temporary detention room.
 - 2. **Visual Observation:** An officer shall conduct periodic visual checks of detainees in temporary detention rooms.
- B. **Fire Suppression:** A fire suppression system is located within the processing and temporary detention room areas.

- C. Fire Evacuation: Officers are responsible for the detainees they have secured in a temporary detention room. In the event of a fire, the individual officer is responsible for the evacuation of his/her detainee. Officers present at Police Station during an evacuation due to fire or other emergency shall assist in ensuring all detainees are evacuated to a place of safety. The Police Station has properly displayed exit signs to assist with prompt evacuation in the case of fire.

71.4.3 Inspection and Review

Principle: It is important that the temporary detention facilities are maintained as well as evaluated to ensure they continue meeting the needs of the department. Equipment may deteriorate, technologies may change, and our department may grow – it is vital that the function of the temporary detention area continues to perform adequately.

- A. Security Inspection: Each officer shall inspect the temporary detention room before placing a detainee in the room and after the detainee has been removed from the room for transportation or release.
- B. Administrative Review: At least every three years the Chief or designee will conduct an administrative review which ensures department policies and procedures governing temporary detention are being followed and that the original intent for authorization and use of the facility continues to be adequate for the department's needs.

71.5 PROCESSING AND TESTING

71.5.1 Security Concerns in Designated Processing and Testing Areas

Principle: The processing areas used by the Lakewood Police Department are not designed to be secure facilities. A subject placed in the processing area should be less of a risk in terms of escape or officer safety than subjects transported directly to a jail facility. In order to reduce the risk to officers or of escape, the following practices shall apply.

- A. Constant Supervision: Officers shall remain with their detainee(s) at all times in the processing areas (i.e. BAC Room, fingerprinting location and areas outside of the temporary detention rooms themselves.)
- B. Weapons Control: All officers will practice good weapon security tactics whenever contacting a person being detained or when a detainee is being moved through the Police Station.
- C. Panic/Duress Alarms: The processing area is not equipped with duress alarms. Officers shall have a police radio or mobile phone with them at all times when contacting a detainee at the Police Station. In case of an emergency, the officer shall broadcast a request for assistance, call dispatch or activate the emergency button on the police radio.
- D. Escape Prevention: Detainees shall be continually supervised by an officer.
- E. Search of Detainee: All detainees shall be searched prior to entering the processing areas.

COURT SECURITY

73.1 ADMINISTRATION

Philosophy: Civil and criminal courts adjudicate cases, penalize those found guilty of violating the law, and protect the constitutional rights of those brought before them. Violence or threat of violence in the courtroom facility would have a profound negative impact on the court's functioning. The Lakewood Police Department, in cooperation with the Lakewood Municipal Court, provides a safe and secure courtroom environment.

73.1.1 Roll, Authority, Policies

Principle: Lakewood Municipal Court's security is the responsibility of the Lakewood Police Department. **Court Security personnel operate under the guidance of the entire Manual of Standards.**

Practice:

- A. Lakewood Municipal Code (LMC) 2.14.110 and LMC 2.14.120 outline the specific authority and scope of the limited commission of Court Compliance Officers.
- B. In addition to specific policies and procedures in this chapter, Court Compliance Officers are bound by this Manual of Standards,
- C. The court security function is supervised by a fully commissioned police sergeant.

73.2 OPERATIONS

73.2.1: Facilities, Equipment, Security Survey

Principle: The Court Security Section operates in collaboration with the Lakewood Municipal Court staff to enforce safe and secure methods of operations.

- A. The Lakewood Municipal Court is located inside of Lakewood City Hall. The facility includes the court room, lobby, holding cells in the basement, court staff offices, and transport vehicles.
- B. Court security is facilitated by using a variety of security related equipment to include, but not limited to, metal detectors, x-ray machines, various types of restraints, lethal and less than lethal weapons, first aid kits, and various methods of communication.
- C. Safety and security plans detailed in this chapter are evaluated on a regular basis and a documented review is conducted by both police personnel and court personnel at least once every third year.

73.3 SECURITY POLICIES AND PROCEDURES

73.3.1: Weapon Lockboxes

Practice: The Lakewood Municipal Court adheres to Revised Code of Washington (RCW) 9A1.300 which prohibits weapons in facilities where court proceedings or business is conducted. Persons with weapons as defined in this code will be encouraged to secure those weapons in their personally owned vehicles or in a secure lock box in the lobby area of the court.

73.3.2: Use of Restraints

Practice: Court Compliance Officers follow MOS Chapters 70.2 and 71.3 on persons in custody while in the courtroom or holding areas. Subjects ordered under arrest by the judge will be secured in restraints as soon as practical.

73.4 COURT HOLDING FACILITIES**73.4.1 Training**

Principle: Court Compliance Officers and any fully commissioned officers using the court's holding facility will receive training as required under 71.2.1.

73.4.2 Detainee Searches

Practice: All subjects transported to the court will be searched in accordance with MOS 70.1.1. All subjects taken into custody at the court will be searched in accordance to MOS 1.2.5.

- A. Inventories of a detainee's property are conducted by the receiving jail facility at the time of booking. Subjects transported from a jail facility to the court are only allowed to bring court related paperwork with them. All other personal property remains in the custody of the jail facility.
- B. When a subject is taken in to custody during a court proceeding there are property bags available in the court lobby area for the subject's personal property. The property bags are transported with the subject to the appropriate jail facility (see bullet A). The detainee has the option of transferring the custody of their personal property to the person of their choosing should that person be present at the time he/she is taken into custody.
- C. Items of evidentiary value or contraband will be seized and placed into property per MOS Chapter 83 and Chapter 84.

73.4.3: Segregation

Principle: Detainees who are under the influence of drugs and/or alcohol, or who are violent or self-destructive will be kept under constant supervision while held in the court holding rooms. As soon as practical these persons shall be transported to a jail facility or hospital.

73.4.4: Procedures for Medical Assistance

Principle: All detainees transported to the Lakewood Municipal Court from or to a jail facility are screened by that facility's medical personnel. Any detainee in need of medical attention while at the court will receive such attention by summoning appropriate emergency medical services by notifying dispatch or calling 911.

73.4.5: First Aid Kit

Principle: First Aid kits are available in the court facility. Personnel conduct weekly inspection and replenish supplies as needed.

73.4.6: Access of Nonessential Persons

Principle: Non-essential personnel shall not be permitted in the holding cell area without authorization of the Court Compliance supervisor or designee. If admitted, their presence may not violate any detainee's privacy, impede facility functions or obstruct the needs of either the prosecution or defense attorney's and/or their staff.

73.4.7: Evacuation Plan

Practice: Court security personnel will follow 71.4.2 in the event an emergency evacuation is required. Evacuation routes are posted throughout all areas of the court facility.

73.4.8: Sanitation Inspection

Principle: City of Lakewood custodial personnel clean the holding rooms and surrounding area after-hours and on a daily basis. Court security personnel are responsible for verifying that sanitary conditions exist and to rectify unsanitary conditions immediately. A documented inspection must occur at least weekly. If any infestation of vermin or pests exist, court security personnel will notify the City of Lakewood facilities personnel as soon as practical.

73.4.9: Securing Firearms

Practice: Armed personnel will secure firearms before entering the holding rooms except when exigent circumstances exist. Weapons may be secured in lock boxes near the holding cell rooms. Personnel will follow the practices prescribed in MOS 71.3.3.

73.4.10: Key Control

Principle: Access to the holding rooms is granted to authorized personnel with either a key or city identification badge. Access to the secure elevator is granted only with a key. All commissioned police personnel, court security personnel and city hall's facilities personnel have access to the holding cell area.

73.4.11: Facility Door Security

Principle: All courtroom doors, holding cells and storage areas will remain locked when not in use. Staff offices are contained within the secure area of city hall.

73.4.12: Security Checks

Practice: In addition to security checks conducted prior to and after each use of the holding cells, a documented security inspection of the holding cell area will be conducted at least weekly. This inspection should include looking for contraband left behind, integrity of doors and windows, and any other security concerns.

73.4.13: Panic Alarms

Principle: Generally a court compliance officer or police officer has constant personal supervision of subjects held in the holding facility. All officers are equipped with portable radios that facilitate communication between officers and with dispatch. Additionally there is video surveillance capabilities that allow authorized personnel in other areas of City Hall to monitor activity in the holding cell area. The area under video surveillance does not include the restroom. The holding cell area is also equipped with a duress alarm.

73.4.14: Report of Threats to Facility

Practice: Any threat or incident that threatens the court or court personnel will be documented in a general report, which will be forwarded to the chief of police and court administrator.

73.4.15: Supervision of Opposite Sex

Practice: Court Compliance Officers and Police Officers are responsible for the supervision of all subjects held in the court holding rooms regardless of gender. The restroom facility in the holding cell area is separate from the holding cells and allows for use by only one person at a time. There is no video or audio surveillance of this restroom. Should a subject of the opposite sex request to speak to an officer of the same sex, efforts should be made to accommodate the request.

LEGAL PROCESS

74.1 RECORDS

PHILOSOPHY: The Lakewood Police Department is responsible for the service and documentation of several types of court orders. Proper records indicating actions taken by the Police Department with such orders is important to demonstrate a good faith attempt to serve and actual service of all orders. The following guidelines provide specific information required.

74.1.1 Legal Process Records

Principle: The Lakewood Police Department shall only serve court ordered documents, civil and/or criminal. Each court ordered document received by the Police Department shall have the below listed information recorded:

- A. Date / time received
- B. Type of legal process
- C. Nature of document
- D. Source of document
- E. Name of plaintiff and respondent
- F. Officer assigned for service (Refer to Standards 74.2.1 and 74.3.1)
- G. Date of assignment (Refer to Standards 74.2.1 and 74.3.1)
- H. Court docket number
- I. Date service due

74.1.2 Records of Execution of Attempted Service of Legal Process Documents

Principle: Whenever a Lakewood Police Department Officer serves or attempts to serve a court ordered legal process document the following information shall be recorded by that officer.

- A. Date and time service was executed or attempted.
- B. Name of officer(s) executing or attempting service.
- C. Name of person on whom legal process was served or executed.
- D. Method of service or reason for non-service.
- E. Address of service or attempt.

74.1.3 Warrant/Wanted Persons File (SOUTHSOUND 911 Records SOP .340, .265, .324)

74.2 CIVIL PROCESS

PHILOSOPHY: Law enforcement agencies and the courts work together to ensure court orders are served in an efficient and safe manner. The service of specific types of orders is important to attempt to ensure the safety of

citizens and the successful prosecution of violators. The guidelines provided below are meant to assist in defining the Lakewood Police Department's commitment to this process.

74.2.1 Service of Civil Process Documents

Principle: The Lakewood Police Department provides assistance to the functions of courts by attempting to provide effective service of court ordered civil process documents. The Pierce County Sheriff's Department (PCSD) or civilian process servers serve many of the civil process documents. When a Lakewood Police Department officer is serving a civil process order the following practices shall apply.

Practices:

A. Civil Process Documents to be served:

1. Subpoenas: Service of subpoenas stemming from Lakewood Police Department cases at the request of the court or prosecutor.
2. Domestic Violence Orders: Orders issued pursuant to RCW Titles 10 and 26 and by any court of jurisdiction where the party to be served resides or works within the city boundaries of Lakewood.
3. Mental Health Commitments: Commitments of a person to mental health facilities as provided for under RCW 71.05.150.
4. Court orders issued by courts of jurisdiction specifically directing a police action. Eviction processes are handled only by the Pierce County Sheriff's Department.

B. Domestic Violence Orders Service Practices:

1. Following is a list of court orders served by Lakewood PD:
 - a. DV Restraining Orders
 - b. Orders of Protection
 - c. Anti-harassment Orders

C. Front Desk Procedures:

1. The front desk Community Service Officer (CSO) receives an Order from a Petitioner
2. The front desk CSO checks:
 - a. Address for Respondent
 - b. Address / Phone for Petitioner
 - c. Date of Hearing
 1. If hearing date has passed, look for an extension on the hearing date.
 2. If no extension, the order can't be served.
3. The front desk CSO stamps Order on cover page and writes their LK number next to it.
4. The designated CSO logs the following information in the Domestic Violence binder:
 - a. Case Number / Order Number

- b. Date (Date the order was turned into us)
 - c. 5th day: Count 5 business days back from hearing date, not counting the day of the hearing.
 - d. Hearing Date
 - e. Respondent info
 - f. Petitioner info
- 5. The CSO completes the Officer tracking form and attaches it to the front of the cover sheet. Run a CHRI check. Mark the appropriate box. List the findings at the bottom of the sheet.
 - 6. The CSO places the Order inside the binder, not in the sleeve. The Binder goes back to the turn out room.
 - 7. When a Cover page and Return of Service is returned, two copies are made: one copy goes to SOUTHSOUND 911 Records and one copy goes to the Petitioner.
- D. Procedures for Officers:**
- 1. Distribution: A desk CSO shall enter protection orders into the red D.V. binder and then place the order into the front pocket of the binder. The patrol supervisor will assign the order during turn-out for subsequent service by the assigned officer.
 - 2. The officer receiving the Order will sign the Tracking Sheet, detach it from Order, and return it to the D.V. Binder.
 - 3. Serve Order to Respondent. The officer shall take any court orders awaiting service and shall make a reasonable effort to serve the orders during the shift.
 - a. Time Restraints: Officers should not attempt to serve court orders from 2300 hours to 0500 hours, unless indicators are present at the service locations that cause the officer to believe the residents/occupants are awake.
 - b. Documentation: When the order is successfully served, the officer shall complete the Return of Service form and return it to the DV Binder.
 - 1. Advise SOUTHSOUND 911 Records of Service by phone or by radio.
 - 2. If unable to serve due to an incomplete/incorrect address, complete the return of Service stating why the order could not be served.
 - 3. No Service Made: If the order is not served during the shift, indicate on the back of the Law Enforcement Information Cover Sheet the date and time that service was attempted, along with any other pertinent information. Return the order to the DV Binder. The last officer to attempt service before the expiration date needs to fill out the "other" section stating why the order could not be served.
- E. Other Civil Orders:** Officers shall serve all other civil court orders listed in Section A as specified by the order. The officer shall complete and return the court papers required. If the police action taken normally requires a General Report be completed, then the officer shall complete the appropriate General Report.
- F. Questions:** Any questions concerning jurisdiction of the Police Department in civil matters should be referred to the on duty patrol supervisor.

74.3 CRIMINAL PROCESS

PHILOSOPHY: The execution of criminal court orders/warrants is an essential part of investigative follow through and successful prosecution. The primary goal is to gain compliance from those that are listed in a criminal court order and the Lakewood Police Department is proactive in attempting to gain such cooperation.

74.3.1 Execution of Criminal Process Documents

Principle: Lakewood Police Department personnel shall adhere to state law, case law, and court practices when obtaining and executing criminal court orders. In addition, the following practices shall apply:

Practices:

- A. Search Warrants: Normally, the Criminal Investigations Unit (CIU) will respond to assist with the preparation of search warrants, obtaining a judicial signature, and service of the warrant. Simple warrants (non-occupied property and records) may be obtained by officers assigned to other units or sections when those officers have previous experience in Pierce County search warrant procedures. Officers shall always notify their supervisor of their intent to seek and/or serve a search warrant.
 - 1. Search Warrant Territorial Limits:
 - a. Pierce County Superior Court: Warrants issued by Superior Court are valid throughout the state.
 - b. District Court: A warrant issued by a District Court is valid only in the county of issuance.
 - c. Lakewood Municipal Court: A warrant issued by the Lakewood Municipal Court is valid only within the city limits of Lakewood.
- B. Arrest Warrants: In accordance with state and local laws and practices, a citation or summons can be issued to a subject charging them with either a misdemeanor or gross misdemeanor when enough probable cause exists to issue it. This is the more customary way of charging suspect(s). Arrest warrants are only obtained directly by Lakewood officers when an immediate need exists to take someone into custody.
 - 1. Arrest Warrant Territorial Limits:
 - a. Felony Arrest Warrants: Felony arrest warrants issued by Superior Courts are valid within the United States.
 - b. Misdemeanor Arrest Warrants: Misdemeanor arrest warrants issued through district or municipal courts are valid statewide.
 - 2. Arrest Warrant Expiration Dates: Each warrant will have an expiration date on it if applicable.
 - 3. Execution of Lakewood Arrest Warrants:
 - a. Patrol Section: When calls for service permit, officers should attempt to serve Lakewood arrest warrants. The below listed practices shall be followed:
 - 1. Execution Attempts: All warrant execution attempts shall have two officers present. The officer shall check the warrant in WASIC or through SOUTHSOUND 911 Records to ensure it is still active prior to any attempt to execute it. Officers shall not attempt to execute warrants at residences from 2300 hours to 0500 hours, unless indicators are present at the service location that cause the officer to believe the residents/occupants are awake or a supervisor approves the attempt.

2. Attempt Execution Documentation: An officer shall record on the back of the warrant copy all attempts made to execute the warrant. The officer shall include the date, time, officer's name, and location of attempt. If the warrant is executed, then the required incident report shall be completed.
- b. Other Jurisdiction Misdemeanor Warrants: When an officer comes into contact with a subject that has a misdemeanor warrant from this state or any other state the officer shall confirm the warrant, take that person into custody, and transfer custody to the law enforcement agency actually holding the warrant. If the agency holding the warrant refuses to extradite or accept custody, the subject may be released if there are no local charges. Refer to Standard 1.2.6.
- c. Felony: The PCSD Fugitive Section is responsible for the execution of felony warrants. When an officer comes into contact with a subject that has a felony warrant from this state or any other state, the officer shall confirm the warrant, take that person into custody, and book the person into the Pierce County Detention and Corrections Center (PCDCC). The officer shall complete the necessary General Report for the arrest.

74.3.2 Execution by Sworn Personnel

Principle: Only general authority commissioned police officers may execute arrest warrants.

COMMUNICATIONS

81.1 ADMINISTRATION

PHILOSOPHY: The Lakewood Police Department has teamed with the Law Enforcement Support Agency (SOUTHSOUND 911) Communications Center to provide cost-effective police dispatching.

81.1.1 Shared Communications / Multi-Jurisdictional Agreements

Principle: The Lakewood Police Department has an inter-local agreement with SOUTHSOUND 911 Communications Center, a multi-jurisdictional communications agency. The inter-local agreement provides for both an administrative board and an operations board that governs SOUTHSOUND 911.

81.2 OPERATIONS

PHILOSOPHY: The communication link between the police and the community is critical to providing effective and safe police services. It is important that the roles of dispatch and law enforcement professionals are clearly defined in an effort to reduce confusion in communication. The standards provided in this section attempt to delineate responsibilities.

81.2.4 Radio Communications (See SOUTHSOUND 911 Comm SOP 04.031, 03.030)

Principle: The Lakewood Police Department conducts radio communications pursuant to the SOPs established by SOUTHSOUND 911. Training in these procedures is included in the Police Training Officer Program.

Practices:

- A. Circumstances Requiring Communication: Personnel shall notify SOUTHSOUND 911 of all activity other than routine patrol. The Mobile Data Computer (MDC) may be used when arriving at a non-priority call for service, clearing any call for service, or performing a non-dispatched activity when the employee does not anticipate the need for additional assistance.
- B. Officer/CSO Status and Availability: The ability to maintain current information regarding status and availability is critical for the effective and efficient use of personnel. Therefore, officers/CSOs will advise SOUTHSOUND 911 when no additional assistance is required at a call for service. Officers/CSOs shall advise SOUTHSOUND 911 of availability as soon as possible after clearing an activity. All officers/CSOs shall advise SOUTHSOUND 911 whenever he/she is unavailable for dispatch or out of service.
- C. Radio Call Signs: Personnel are assigned a unique unit number to identify themselves for all radio communication.
- D. Interagency Communications: SOUTHSOUND 911 is able to coordinate radio communications with other law enforcement agencies. Lakewood personnel are able to monitor radio communications in most of the surrounding agencies. In addition, Lakewood personnel are able to communicate with most surrounding agencies via the MDC.
- E. Incident Response Assignment Criteria: The CAD system is programmed to recognize multi-officer response situations based on standard variables. The following situations generally mandate a multi-officer response. SOUTHSOUND 911 may also inquire with the handling officer or patrol supervisor regarding the appropriate response.
 - 1. Calls requiring multiple officer responses include, but are not limited to:

- Officers requesting help
- Disturbances / Disorderly persons
- Domestic violence
- Mental subjects
- Felony crimes in progress
- Death investigations
- Calls involving weapons

2. Supervisor Authority: The patrol supervisor may override the CAD system and dispatch officers based on the following:

- Type of call
- Prior history of premise and/or persons
- Current staffing levels
- Other intervening factors

- F. Supervisor Response: A supervisor may be requested or sent to certain calls and circumstances. A Patrol section supervisor shall respond for the purpose of assuming command of the incident to the below listed incidents. If multiple incidents requiring a supervisor response are occurring simultaneously and no patrol supervisor is available, the supervisor may designate a lead officer to assume command of an incident.

- Homicide
- Pursuits
- Fatal traffic accidents
- Accidental deaths
- Unusual occurrence incidents (Refer to Chapter 46 of this Manual)
- Officer-involved shootings
- Officer-involved collisions
- On-duty injury to personnel
- Abductions or missing persons that will require a coordinated search
- Incidents requiring CIU notification
- Incidents involving the reportable use of force (Refer to Standard 1.3.5 of this Manual)

81.2.5 Communications Access to Necessary Resources

Practice: On duty supervisors coordinate with the Command Duty Officer (CDO) to call out additional resources as needed.

RECORDS

82.1 ADMINISTRATION

PHILOSOPHY: Law enforcement records contain various types of sensitive and confidential information. These records also contain vast amounts of information essential to private citizens and the community in general. The goal of the Lakewood Police Department is to balance the need to protect some types of information with the need to disseminate other information in a timely and efficient manner. The Law Enforcement Support Agency (SOUTHSOUND 911) is responsible for the paper and electronic storage of incidents and investigations. Although many SOUTHSOUND 911 Standard Operating Procedures (SOP) are referred to in this chapter, they were developed to adhere to protocols established by the Lakewood Police Department. .

82.1.1 Privacy and Security

Practices:

- A. Security and Access: Access to the SOUTHSOUND 911 Records Section is limited to authorized personnel only. No files shall be removed from the section. Personnel who need to review a case can request a copy of the case from a records specialist. The SOUTHSOUND 911 Records Section Manager may make exceptions to this practice for highly sensitive and/or large files. Case review is also available electronically through the SOUTHSOUND 911 Net Menu. (SOUTHSOUND 911 Records SOP .275)
- B. After Hour Access: SOUTHSOUND 911 Records operates 24 hours a day, 7 days a week.
- C. Release of Records: RCW 10.97, RCW 13.50 and RCW 46.52 mandate the procedures and criteria for the release of agency records. The department public information officer (PIO) and SOUTHSOUND 911 Records Section will coordinate the review and release of all requests related to police reports and determine what will be released according to state law and the Law Enforcement Information and Records Association (LEIRA) Guidelines. Requests for records related to departmental internal investigations will be honored only for those investigations which result in a finding of "Sustained".
 - 1. Requests for records must be made in writing.
 - 2. Appropriate fees will be assessed, if applicable.

82.1.2 Juvenile Records (SOUTHSOUND 911 Records SOP .275 and .107)

Practices:

- A. Juvenile Criminal Records: SOUTHSOUND 911 Records SOP .275 and .107 (RCW 13.50 Juvenile Records Access)
- B. Juvenile Identification Information:
 - 1. Collection: Refer to Standard 44.2.2.D regarding the practice for photographing and fingerprinting juvenile offenders. Photographs of juvenile suspects are readily identifiable as juveniles.
- C. Access: Only authorized law enforcement agencies or entitled social service agencies will be allowed access to these items. Refer RCW 13.50 and SOUTHSOUND 911 Records SOP .245
- D. Disposition of Records: All fingerprint based arrest records are maintained within the local criminal history system (CHRI). Juvenile arrest records are maintained in the same manner after adult age is reached as they were when the individual was a juvenile. Juvenile arrests can be differentiated within the system when viewing an individual's record

- E. Materials of identification will be expunged on order of a competent court and/or state law. (RCW 13.50.)

82.1.3 Records Retention Schedule

Principle: The Records Retention Schedule is in compliance with the applicable state statutes, RCW 10.97, Washington State Criminal Records Privacy Act; and RCW 40.14, Preservation and Destruction of Public Records.

82.1.4 Incident Based Reporting (IBR)

Principle: The Lakewood Police Department compiles and submits IBR data monthly and annually. The information is gathered through required fields in the Enforcer Report Writing System when personnel complete incident reports. The IBR reports are forwarded by SOUTHSOUND 911 to the Washington Association of Sheriffs and Police Chiefs (WASPC). This is in accordance with the reporting guidelines/requirements as described in the Uniform Crime Reporting Handbook and WASPC

82.1.5 Report Status (See TRACED Users Manual)

Principle: Case numbers are assigned by the Computer Aided Dispatch (CAD) system when a call for service is entered into the system. Electronically submitted reports and original copies of non-electronic attachments will be maintained by SOUTHSOUND 911 Records in their appropriate case file with a corresponding case number. The records specialists will ensure the correct case number for the incident is on the written document submitted. The case number is listed in a computerized master file after it has been issued.

82.1.6 Security of Automated Records System

Principle: SOUTHSOUND 911 Records and the City's Network Information Services (NIS) share the responsibility for the data back-up, storage, and security of agency records.

Practice:

- A. Data Back-up & Storage: SOUTHSOUND 911 Information Technology Division monitors the automatic back-up of the records management, and computer aided dispatch systems.
 - 1. NIS monitors the automatic back-up of city maintained servers.
- B. Access Security: Agency personnel's levels of access differ. The city NIS division builds individual user profiles to ensure appropriate access. NIS works with SOUTHSOUND 911 to ensure appropriate access for local, state, and national databases.
- C. Password Audits: (See City of Lakewood Password Requirements)

82.1.7 Criminal History Records

Principle: Criminal histories shall only be accessed through the SOUTHSOUND 911 Net Menu System. SOUTHSOUND 911 Records restricts access to the criminal history function. The CHRI System automatically logs the below listed information each time a criminal history request is made.

- Date and Time
- Identity and agency of person making request
- Reason for request

The release of criminal history information is governed by state law (RCW 10.97.040), and may only occur in accordance with Standard 54.1.1.

82.2 FIELD REPORTING AND MANAGEMENT

PHILOSOPHY: The accurate and complete documentation of police activity is a fundamental base of providing quality service to the community. The reports completed serve as justification to initiate additional investigation, prosecution, conviction, as well as a host of civil processes. Employees of the Lakewood Police Department are expected to adhere to the reporting guidelines provided in this section. In this section, "Officer" will refer to any authorized personnel to complete reports.

82.2.1 Field Reporting Systems

Principle: A Field Reporting System is essential to insuring the effectiveness of generating the necessary documentation of police activities in a timely manner.

Practices:

- A. Generating Incident Reports: Refer to Standard 82.2.2 of this Manual of Standards.
- B. Field Reporting Forms: As generated by the Enforcer System.
- C. Required Information: All Incident Reports submitted for review are expected to be complete. The narrative for criminal reports must contain all applicable information relating to the preliminary investigation that is required by Standard 42.1.4 of this Manual of Standards.
- D. Completing Reports: Officers will make every effort to complete all reports during the work shift in which the incident is reported. If an officer is unable to complete a report prior to the end of the work shift, then he/she will advise the on-duty supervisor and either have the report placed "on hold" or have overtime authorized for the completion of the report. Some reports have been deemed to have a higher priority for completion.
 - 1. The below listed reports are considered a high priority for completion and must be completed by the end of the work shift in which the incident was reported. This includes supplemental reports from officers assisting the primary officer investigating the incident.
 - A suspect is booked into a county jail, city jail, or youth detention center
 - A criminal citation has been signed by a defendant
 - A homicide or suspicious death investigation
 - An involuntary mental health hold
 - When a supervisor deems it necessary
- E. Submitting Reports: Officers will submit all General Reports and Supplemental Reports electronically.
 - 1. Supervisor Review: Supervisors should be constantly reviewing reports in the Traced System. The supervisor will review the case and make the following determinations:
 - a. Case Corrections Required: When corrections must be made to the case the supervisor shall assign the case to the officer for corrections. The supervisor shall also determine if the case is suitable for distribution. All case corrections are to be completed by the officer submitting a General or Supplemental Report.
 - b. Follow Up Required: The supervisor will determine if the case should be forwarded to a specialized section/unit for additional follow up investigation. Generally the primary patrol officer investigating the case will perform the follow up on misdemeanor and expedited felony cases.
 - c. Supplemental Reports: Officers assigned to specialized sections or units complete supplemental reports directly into Web RMS. Except with supervisor approval, these narratives shall be entered in a timely manner as the investigation proceeds. It is the intent to allow any employee access to

the investigation in order to obtain current information. Also refer to Section 42.1.3 of this Manual of Standards.

82.2.2 Incident Reporting

Principle: Officers are expected to complete truthful, accurate, and thorough reports. No officer shall knowingly enter or cause to be entered any inaccurate, false, or improper information. Incident reports shall not contain the personal opinions of officers. All the necessary forms shall be complete and narrative shall be prepared using approved narrative format. The narrative will include all investigative actions taken by the involved officers; refer to Standard 42.1.4 of this Manual of Standards. Officers shall review their written reports and narratives prior to submission for approval. Officers shall complete a General Report detailing an incident that occurred within the city limits of Lakewood when any of the following circumstances exist:

- A. Citizen reports of crimes;
- B. When taking a complaint, all officers shall endeavor to investigate all possible leads that are within the scope of their abilities and job tasks. If any investigative leads lie outside their abilities or job function, then it shall be routed to the appropriate unit for follow-up. All investigative efforts shall be documented.
- C. Incidents that result in an officer being dispatched or assigned to a call, but that do not require a General Report to be completed, are reported in the Computer Aided Dispatch (CAD) system;
- D. Any time an officer believes that a report will properly document an incident and that is in the best interests of the City of Lakewood and/or the Police Department to report the incident, a General Report will be completed.
- E. If required due to an arrest or citation;
- F. Traffic collisions and vehicle impounds as required by Standard 61.2.1 and 61.4.3;
- G. An incident involves unusual or suspicious activity that is likely to be associated with criminal activity at a later date;
- H. At the direction of a supervisor;
- I. All complaints of domestic disputes;
- J. Missing persons and juvenile runaway reports in accordance with the guidelines set forth in Chapter 41.

82.2.3 Report Numbering

Principle: The CAD system assigns case report numbers. All numbers are issued in numerical sequence beginning with the last two digits of the current year, followed by the three digit Julian date, followed by a four digit sequential number.

82.2.4 Report Distribution (See SOUTHSOUND 911 Records SOP .175)

82.2.5 Telephone Reporting:

Principle: Officers are authorized to contact victims or complainants by telephone in lieu of an on-scene response if the reporting party is amenable or is currently outside of the city limits.

Telephone Reporting Unit: SOUTHSOUND 911 Records operates a Telephone Reporting Unit (TRU) to handle certain types of theft reports in lieu of a police officer response. See SOUTHSOUND 911 Comm SOP 07.129 and various SOUTHSOUND 911 Records SOPs with "TRU" designation.

82.3 RECORDS

82.3.4 Traffic Citation Maintenance

Principle: Officers may use Washington Uniform Notice and Docket Citations/Infractions or SECTOR to issue criminal citations or civil infractions. The following practices apply.

Practice: Citation/Infraction Books:

- A. Issuing Citations: Upon issuance, a receipt, maintained by the Admin Unit, will be completed with the following information:
 - Officer's name.
 - Date issued and by whom. (All supervisors are authorized to issue)
 - The first citation/infraction number of the book.
- B. Accountability: Accountability for issued citations/infractions is the employee's responsibility until the book is completed and the bottom copy of each individual citation/ infraction is put in ascending numerical order and returned to administrative personnel, who enters the citation/infraction into the Electronic Citation database and forwards the bottom (LEA) copy of each individual citation/infraction to SOUTHSOUND 911 Records for storage.
 - 1. Voiding Citations: When a violator has not received a copy of the citation, it may be voided. "Void" should be written across the top copy and all 4 copies should be turned in with the completed book.
 - 2. Amending Citations: If a correction must be made to a citation after the violator has received a copy of the citation, a written request must be sent to the court requesting the citation be amended with the correct charge or information. A supervisor must approve the request.
 - 3. Dissemination of Citations: Once the officer completes the citation, the original and court copies are forwarded to the appropriate court. The department copy of the citation is retained and filed in numerical order by year.
 - 4. Audits: Administrative personnel input all citations and infractions into the Electronic Citation Audit database and forwards the LEA copy to SOUTHSOUND 911 Records.

Practice: SECTOR

- A. Sector is an electronic system that allows officers to scan information from a driver's license or vehicle registration. The citation/infraction information is transmitted directly to the appropriate court. The only paper copy of is the violator's copy

82.3.5 Operational Records Maintenance

Principle: SOUTHSOUND 911 Records Section has primary responsibility for maintaining the master case file for all police reports. New information regarding open/active cases will be forwarded to the SOUTHSOUND 911 Records Section in a timely manner through the supplemental reporting system. Refer to Standard 42.1.3 for exceptions for sensitive or complex investigations being conducted by the Criminal Investigation Unit and 43.1.2 for cases related to vice, drugs, or undercover operations.

82.3.6 Criminal History File

Principle: When a person is arrested, the approved jail facility or Remann Hall booking officer enters the information regarding the arrest into their system, which in turn will either add to or generate a new local criminal history. Each person is automatically assigned a number by the system and additional arrests and/or other police contacts are

recorded under this number. No actual file is maintained. Information regarding other arrests and convictions are available through state WACIC and national NCIC computer files.

COLLECTION AND PRESERVATION OF EVIDENCE

83.1 ADMINISTRATION

PHILOSOPHY: The Lakewood Police Department recognizes that the collection and preservation of evidence requires skills and knowledge that range from basic collection, to the complex and thorough processing of a major crime scene. The Lakewood Police Department has developed programs that provide the necessary training in order to prepare for the various situations that may require the collection and preservation of evidence.

83.1.1 Scene Processing Capabilities – 24 Hour Basis

Principle: All Police Officers and Property Officers employed by the Lakewood Police Department receive basic training in crime scene processing. Police officers perform crime scene processing for routine investigations. The Forensic Services Section is responsible for coordinating all crime scene investigations, and will direct the appropriate response.

- A. Major Crime Scenes: The Forensic Services Section is available on an on-call basis seven days a week and 24 hours a day. Officers requesting this service should contact the Forensic Services Manager or the designated detective.
- B. Major Traffic Collision Scenes: The Traffic Section is available on an on-call basis seven days a week and 24 hours a day. The Traffic Section shall be notified of any collision that results in a fatality, or an injury that may result in a fatality, or when there is possible liability for the City. The Traffic Section shall be responsible for the processing of major traffic collision scenes and may request the assistance of Forensic Services.

83.2 OPERATIONS

PHILOSOPHY: Crime scene processing is a time consuming and resource intensive aspect of criminal investigation. It may also serve as the key to identifying and prosecuting a criminal. Therefore the Lakewood Police Department is committed to providing quality crime scene processing in criminal investigations conducted by police personnel. In an effort to ensure fulfillment of this commitment the standards in this section will apply.

83.2.1 Crime Scene Processing

Principle: The investigating police officer shall be responsible for the collection of evidence and the recording of conditions at the crime scene. When a major crime or a pattern of serial crimes is involved CIU and Forensic Services shall be notified and respond to assume the investigation and responsibility for the crime scene processing. All officers shall ensure the following crime scene processing steps are performed as necessary.

Practices:

- A. Crime Scene Protection: As soon as practicable, the first officer to arrive on scene shall take steps to protect the crime scene.
- B. Crime Scene Search: The investigating officer shall ensure the crime scene area is searched for any physical evidence. The search should not be confined to the immediate area of the crime. The approach to the crime scene as well as the exit from the scene also requires a search. The method used to search the scene, the officer(s) conducting the search, and the extent of the search shall be included in the police report.
- C. Crime Scene Photography: Photographs of the scene, individual, or item enhance the credibility of the evidence found and serve to support testimony. Refer to Standard 83.2.2 for specific information regarding the photography and/or videotaping of a crime scene.

- D. **Crime Scene Sketching:** When appropriate, a sketch will be made to depict the location of all evidence. Sketches will be made prior to actual collection unless appropriate marking and documentation is made. Officers will use one method for all measurements. Use of the Total Station should be considered for documentation of major crime scenes and traffic collisions.
- E. **Evidence Collection:** The investigating officer shall ensure that all physical evidence that will aid in the prosecution of a subject or the identification of a suspect shall be collected from the crime scene area. The Lakewood Prosecutor's Office has stipulated that in some instances photographs of physical evidence will suffice for prosecution. In these instances the investigating officer shall ensure the physical evidence is photographed for prosecution prior to the evidence being released or destroyed. The following items are examples: Retail items taken in a shop-lift and recovered, alcoholic beverages (possession cases only).
1. **Blood:** Personnel shall use safe practices and personal protective equipment whenever handling blood or bloody items.
 - a. **Collected from Person:** Blood collected from a person shall be drawn only by a physician, registered nurse, or qualified technician.
 1. In addition to the information required in Standard 84.1.1; blood specimen containers must be sealed with tape or labels that display the following information:
 - Name of person blood was drawn from
 - Date, time, and location of collection
 - Name and position of person drawing the sample
 2. All samples collected shall be submitted for storage in the following manner.
 - a. **Gray Top Vials:** Blood is collected in grey top vial for DUI investigations. It does not require refrigeration. Officers shall place the gray top vials into an evidence locker per the practices in Standard 84.1.1.
 - b. **Purple Top Vials:** Blood collected in relation to other criminal investigations is kept in purple top vials. It does require refrigeration. The samples will be refrigerated in the Evidence Room as soon as possible after collection.
 3. **Refrigeration:** The refrigerator storage temperature shall be maintained at less than or equal to 38 degrees Fahrenheit. The Property/Evidence Supervisor shall monitor the storage temperature at least once each working day. The storage temperature will be recorded on the blood container when the container is removed from the refrigerator for analysis.
 - b. **Other Blood Samples:** When bloody items or blood samples from an alternative source are collected the following practices shall be followed:
 1. **Bloody Items:** All items collected that have a significant amount of blood on them shall be completely dried prior to being packaged for submission to the Property/Evidence Storage Room. If an item must be dried, it shall be placed in the Drying Room. Kraft type paper should be placed beneath the drying items in order to collect trace evidence. The investigating officer or designee can access the drying room by contacting the Forensic Services or Property/Evidence Supervisor. Once the items are dry they will be packaged for submission to the Property/Evidence Storage Room.
 - a. **Packaging:** Once dry, bloody items shall be packaged individually in Kraft or other paper packaging and marked with BioHazard labels.

- b. The drying room is routinely padlocked; Forensic Services personnel can access the room when needed. The employee placing the item in the room shall indicate on the placard that the room now contains exposed Bio-Hazard.
2. Blood Samples from Alternative Sources: When an officer collects a blood sample from a source other than a person, the following practices shall apply:
 - Collect as much of a sample as possible and/or necessary
 - If the sample is wet, allow it to air dry prior to packaging
 - Ensure each sample is carefully labeled for the location where it was collected
2. Other Bodily Fluids: Personnel shall use safe practices and personal protective equipment whenever handling items contaminated with bodily fluids. An officer shall collect samples of other bodily fluids when necessary and in compliance with search and seizure rules and case law. These samples shall be collected and handled as described in Section E1 of this Standard, Blood Samples.
3. Firearms: Firearms shall be unloaded as soon as practical and always prior to submission to the Property/Evidence Storage Room. All firearms shall be submitted in a manner that ensures the action or cylinder remains open. If there is a potential that trace evidence may be disturbed, employees should consult with Forensic Services. The position of live and expended rounds in revolvers shall be documented in relation to the firing pin prior to unloading the weapon. Ammunition collected from the firearm shall be separated or packaged separately from the firearm. Bullets and cartridges shall not be marked in any way in order to allow for future submission to IBIS/NIBIS.
4. Wet Items: If an item must be dried, it shall be placed in the Drying Room and in a drying locker. Refer to Section (A) of this Standard for specific practices to follow.
5. Narcotics: Employees shall wear latex gloves when handling narcotics. All narcotics shall be separated from other evidence. Narcotics shall be weighed, before and after packaging, and then submitted to the , including pills prior to being submitted to the Property/Evidence Storage Room. **Narcotic pills and/or plants will be weighed only and not counted individually.** When employees have completed packaging the narcotics, the employee shall clean the surface used to package the narcotics with the solution provided for communicable disease decontamination.
 - a. Marijuana: Marijuana shall not be collected for safekeeping purposes. It may only be collected as evidence or for destruction.
6. Currency: Whenever any currency is being submitted to the Property/Evidence Storage Room, the officer submitting the currency shall complete a Property Report and place the currency in a package. The officer shall indicate if the money is of intrinsic evidentiary value or if it is suitable for deposit. When submitting currency a supervisor (or another officer if a supervisor is not available) shall verify the amount, and the amount shall be documented in the General and Property Report. The number of each denomination of currency, along with a total, shall be notated by the submitting officer on the outside of the evidence packaging. As with other evidence, the package will be sealed on the seams with evidence tape and initialed and dated by the submitting officer.
7. Volatile Fluids: When a sample of a volatile fluid is collected for evidentiary value, it must be placed in a tightly sealed metal or K-pac container. Volatile fluids not of evidentiary value shall not be submitted to the Property/Evidence Room.
8. Other Dangerous Items: The below listed items shall not be submitted to the Property/Evidence Storage Room. A police supervisor shall contact an appropriate agency to ensure proper disposal of these items. The items may be photographed prior to disposal.

- a. Not to be submitted: Explosives, dangerous chemicals, nuclear material, ammunition greater than .50 caliber.
 - b. Fireworks: Officers may seize small quantities of fireworks for destruction. Fireworks shall be placed in an appropriate container designed for their destruction.
 9. Poisons: Any amount of a poisonous material shall be placed in a glass or metal container and clearly labeled as "Poison". Poisons not of evidentiary value shall not be submitted to the Property/Evidence Storage Room.
 10. Syringes and Razor Blades: Normally these items will not be submitted to the Property/Evidence Storage Room. These items shall be photographed when necessary for prosecution and disposed of in an authorized sharps container. If a syringe and/or razor blade must be taken as evidence, a supervisor or Forensic Services shall approve this, the item shall be placed in a puncture-proof container, and the hazard label shall be placed in the locker to notify the Evidence Custodian or designee of a potential hazard.
 11. Knives and Sharp-Edged Items: The blades or sharp edges of these items shall be packaged in the provided cardboard or knife box prior to the item being submitted.
 12. Food/Perishable Items: Normally these items will not be submitted to the Property/Evidence Storage Room. These items shall be photographed when necessary for prosecution and disposed. If food/perishable items must be taken as evidence, a supervisor or Forensic Services shall approve this.
 13. Clothing: When booking any clothing item (such as pants or a jacket) into property, it should be searched first. Any items inside the pockets should be documented and booked separately.
 14. Other Items: An officer shall refer to the WSPCL Forensic Services Guide when packaging any other items in order to ensure compliance with the Crime Lab standards. The handbook is located in the Property/Evidence Processing Room. Forensic Services may also be consulted for any questions.
- F. Transfer of Custody of Physical Evidence: Once an officer collects physical evidence, found property, and/or recovered property any transfer of such property shall be documented. Various methods exist for documenting transfers.
1. If the officer collecting the property transfers the property to another officer in the field for any reason, the transfer shall be recorded in the incident report narrative. The documentation shall include the name of the person receiving property, the date and time of the transfer, and the reason for the transfer.
 2. Whenever a person submits property to the Property/Evidence Storage Room, a completed Property Report form (white copy) shall accompany the property. This form serves as documentation of the transfer.
 3. Whenever property is released from the Property/Evidence Storage Room, the appropriate portion of the Property Report form shall be completed and a copy of the form shall accompany the property to its destination. This form shall include the signature of the person receiving the property. Any officer releasing the property to another agency will return the completed form to the Evidence Custodian.

83.2.2 Photographing / Videotaping Crime/Collision Scenes

Principle: It is the responsibility of the lead investigating officer of an incident to ensure the necessary photographs and/or videotaping is accomplished. Whenever a scene is photographed or videotaped the following practices will apply:

Practices:

- A. Videotaping: Only Forensic Services, CIU or Traffic Section personnel trained in the videotaping of scenes shall perform this function.
- B. Photographs: Whenever an officer deems photographs are necessary a photo log may be completed and submitted with the incident report. Officers are not to take photos for personal use or storage. The Lakewood Police Department does not use conventional photography.
 - 1. The photo file should contain a photograph of a "photo card" listing the case number, date, and name of the photographer. When the exact size of an item being photographed is required, a scale will be placed next to the item to add dimension and aid in development for "life size" prints. However, a photo of the item should also be taken prior to placing the scale.
 - 2. All photographs taken by the LPD are in Digital format. The camera must be set to sequential or continuous numbering. No conventional film photography equipment is used or maintained by the department.
 - 3. The cameras minimum resolution shall be 3mp and shall have a memory format capable of storing the photographs in JPEG, TIF, or RAW format. The camera must be set to display the correct date and time. JPEG format is recommended and must be set to the highest resolution setting.
 - 4. There should be no deletion or editing done of the photographs once recorded on the memory.
 - 5. The officer shall download the images from the memory format and create a "master" CD that will be submitted into evidence. No deletions or modification shall be made to the data prior to, during, or after the creation of the master disk. The CD should be marked with the word "master" before being submitted. A copy disk may be made for the Detective or Investigator if the photos need to be viewed in a timely manner.
 - 6. Master CDs shall remain in storage until an investigation reaches its final disposition.
 - 7. Photographs are considered to be evidence. Therefore, all of the rules of evidence, evidence display, and acquisition apply.
- C. Automated License Plate Readers – Operator Usage
 - 1. Automated License Plate Reader (ALPR) operation and access to ALPR collected data shall be for official LPD purposes only.
 - 2. LPD shall maintain records of all ALPR operators and their ALPR usage.
 - 3. ALPRs may be used during any routine patrol or criminal investigation. Reasonable suspicion or probable cause is not necessary.
 - 4. ALPR equipped cars will be made available to conduct license plate canvasses for all homicides, shootings and other major crimes or incidents.
 - 5. ALPR may be used to conduct grid searches of all blocks around the crime scene.
 - 6. Partial plates reported during major crimes should be entered into the ALPR in an attempt to identify suspected perpetrator's vehicles.
- D. ALPR – Data Collection and Retention
 - 1. All ALPR data recorded should be maintained on the operator's laptop for a maximum of 24 hours from the end of the officer's shift during which the data was recorded.

2. All ALPR data recorded during a shift will be downloaded within 24 hours to an authorized server. Once the data is transferred it shall be purged immediately, or as soon as practicable, from the ALPR/laptop.
3. All ALPR data downloaded to the operator lap top and server must be accessible only through a login/password accessible system capable of documenting who accesses the information by identity, date and time.
4. Only those with ACCESS Level I certification may access ALPR data. *All requests for access to stored ALPR data must be logged, and a stated purpose for access must be provided.*
5. *Requests to review stored data shall be recorded and maintained in the same manner as criminal history logs.*
6. All ALPR data downloaded to the server may be stored for a period of up to no longer than 60 days prior to purging. Data must be purged once the maximum retention period has been reached unless it has become or it is reasonable to believe it will become evidence in a specific criminal or civil action. In those circumstances, the applicable data shall be downloaded from the server onto a CD or other portable technology. It shall then be subject to the same logging, handling and chain of custody requirements as other evidence.
7. Persons approved to access ALPR data under these guidelines are permitted to access the data when there is an articulable suspicion that the data relates to an investigation in a specific criminal or civil action.

83.2.3 Fingerprinting

Principle: Personnel follow the guidelines set in the WSP Forensics Guide. The following additional practices will apply when processing a crime scene for latent fingerprints and submitting latent fingerprints as evidence:

Practices:

- A. Photographing: An officer may consider photographing a latent fingerprint developed prior to attempting to lift the print when the surface containing the print may not allow for an adequate lift. The photograph must include a scale to be of identification value.
- B. Latent Fingerprint Cards: The information on the card may also be included in the officer's General Report.
- C. Submission to Evidence: Latent fingerprint cards must be placed in an envelope, sealed, and marked prior to being submitted to the Property/Evidence Storage Room. An officer shall complete a Forensic Services Request for submission to the Automated Fingerprint Identification System or WSP Latent Print Section for possible suspect identification.
 - Known Suspect Comparison Requests: When requesting a comparison of latent fingerprints and there is a known suspect, fingerprints and/or SID or FBI number, from the suspect shall also be submitted if available.

83.2.4 Crime Scene Resources

Principle: The Lakewood Police Department provides access to personnel, equipment, and supplies to be used in the processing of crime scenes for the below listed evidence:

- Latent fingerprints
- Photographs / Videotaping
- Scene sketches / diagrams
- Other physical evidence

Practices:

- A. Personnel: In addition to the personnel Referred to in Standard 83.1.1., the Lakewood Police Department has also established a Forensic Services Section. Forensic Services, as its primary mission, will conduct Crime Scene Investigation, follow-up evidence processing, and coordination of submission to various crime labs. In addition, Forensic Services will be the umbrella under which some additional duties and disciplines are coordinated. These additional functions are; Computer Forensics, Video Forensics, Forensic Art, and Total Station Crime Scene Mapping and diagramming. Although the persons trained to conduct these functions will remain fully functional in their primary assignment or duty, they will operate under the umbrella of Forensic Services when conducting investigations for CIU.
- B. Equipment:
 - 1. Patrol vehicles shall be equipped with basic evidence collection and packaging equipment to include latent fingerprint kits, paper envelopes/bags of various sizes, and digital cameras.
 - 2. Designated personnel have been assigned evidence collection kits that they are required to maintain in functional order and keep stocked with necessary supplies.
 - 3. Additional packaging materials, evidence labels, and necessary forms are available in the Property/Evidence Processing Room.
 - 4. Crime Scene Response Vehicles are maintained by Forensic Services and are available for the processing of major crime scenes or collision scenes.
 - 5. Equipment requiring specialized training to operate is maintained by both Forensic Services and the Traffic Section.
- C. Supplies: Forensic Services and the Property/ Evidence Section shall be responsible for the maintenance, accountability, and re-stocking of supplies for any equipment assigned to their respective section/unit. The Property Supervisor shall maintain supplies for the packaging and storage of evidence.
 - 1. When an employee becomes aware of a need to replenish any supplies and/or equipment located in the patrol vehicles, evidence kits, or the Property/Evidence Processing Room, the employee shall notify Forensic Services or the Property Supervisor so that the supplies are replenished.

83.2.5 Computers

Principle: Seizing computers for evidentiary reasons involves many complex legal issues and therefore shall only be done pursuant to a warrant or with written consent from all parties that use/access the computer. No computer may be seized without prior notification and approval by Forensic Services or a supervisor. Whenever a computer is seized as evidence the following practices shall apply.

Practices:

- A. Processing the Scene:
 - 1. Computers can be easily set up with a trap that will destroy programs if it is activated. Therefore personnel not specifically trained in computer forensics shall not perform any function with the computer while seizing it.
 - 2. If possible, photograph the entire computer set-up prior to touching the computer or any of its components, to include:
 - Anything displayed on the monitor

- The wiring (also diagram)
 - Any documents/manuals related to computer operations
3. Preparing a Computer for Transport:
 - a. Never turn on/off the computer.
 - b. Do not unplug from the power source. If something must be unplugged then pull the connection at the rear of the computer, printer, etc.
 - c. If a diskette is in a drive, do not touch the diskette. Seal the drive with tape to prevent removal of the diskette.
 - d. Only disassemble to facilitate transport. When disconnecting wires, always mark both ends to indicate how the wires were connected.
 - e. Tag all the computer components and record identification number/information.
 - f. Cover the keyboard with cardboard to protect the keys.
 - g. Collect any indicia of ownership.
 4. Do not transport components near radio antennas or power supplies. Keep disks away from electromagnetic fields.
 5. Other Electronic devices, such as flash memory, PDA, portable hard drives etc. may be capable of storing viable evidence associated with criminal activity. Unless an emergency exists, do not access the device. Should it be necessary to access the device, note all actions associated with the manipulation of the device in order to document the chain of custody and protect the integrity of the evidence.
 6. The Forensics Services Manager will assign appropriate personnel for all processing of computers and other electronic storage devices.

83.2.6 Crime / Collision Scene Report

Principle: It shall be the responsibility of personnel processing a major crime or accident scene to submit a Supplementary Report to the General Report. The report describes their observations of the scene and their actions at the scene. Forensic Services personnel shall use the "LPD Crime Scene Report." It shall be the responsibility of the scene supervisor to ensure that all supplements are submitted.

- A. If an outside agency is requested to provide specialized assistance with the processing of the scene, the lead investigating officer or Forensic Services Manager shall ensure that the date and time of request; the name of the officer making the request; the agency requested and the name of the specialist responding to assist is gathered and added to the General or Supplemental Report and that a written report from the assisting agency is received.

83.2.7 Deoxyribonucleic Acid (DNA) Evidence

Principle: DNA can be a major factor in solving cases where the identity of the offender is not known or a tool to further assist in the prosecution of a known suspect(s). DNA technology has made a major impact on law enforcement and improvements continue to advance this means of identification even with very small or old samples.

Practices: When responding to all types of crimes officers should always be asking themselves if DNA could be used as a possible investigative tool in these circumstances. DNA samples are very obviously connected to certain types of crimes (homicide, rape, etc.), but can also be of value in other types of crimes: a commercial burglary when a suspect

cuts himself; a hit and run traffic collision where blood or hair is left behind at the scene; or a missing person case which is suspicious in nature.

- A. Considerations: DNA technology is becoming more and more sophisticated, and smaller samples are able to be used in producing viable DNA for testing – something as simple as a fingerprint left behind on a glass could contain DNA. Officers need to be aware that their presence can also affect a crime scene and think about DNA evidence while moving through and around the area. An officer or supervisor may determine because of the complexity or size of the scene that the best thing they are able to do right then is to cordon off the crime scene and preserve it for additional crime scene processing (see below). DNA samples can always be collected for possible use at a later time. The DNA sample can remain in storage to provide a lead or tie into another or multiple crimes at a later date.

1. Biological/DNA analysis of biological stains can be used to:

- Include or exclude an individual as a possible source of a blood, semen, saliva, hair, or urine stain (or species of the source if the stain is not of human origin).
- Be used to compare DNA from a stain to the felon databank when there is no suspect.
- Help identify the weapon used.
- Assist in locating the crime scene.
- Determine the possible commission of a crime.

2. Additional Crime Scene Processing: A supervisor may determine that the crime scene processing required is beyond the staffing and/or skill level available, or the complexity and seriousness of the crime demands a more involved response.

- B. Procedures: The WSPCL Forensic Services Guide outlines very detailed instructions regarding the collection, storage, and transportation of DNA samples. The department expects the collection, storage, and transportation of DNA samples will take place according to these directives or in accordance with generally accepted protocols and best practices.

- C. Training: Officers should familiarize themselves with and further reference the WSPCL Forensic Services Guide for procedures in the collection of all DNA samples; reading and clearly understanding these directions gives an officer enough information to be able to collect DNA as needed in a variety of situations.

1. Detectives, Traffic Unit members, and/or members of a crime scene processing team may obtain more specific and specialized training in regards to DNA to meet the needs of the department.

- D. Laboratory Submission: If a patrol officer does collect a DNA sample(s) the case will be referred to CIU and Forensic Services, who will determine if DNA evidence should be submitted.

1. Accreditation: All WSPCL DNA processing facilities are accredited through the American Society of Crime Laboratory Directors/Laboratory Accreditation Board. WSPCL will ascertain if a sample meets the criteria for submission to the national DNA database (National DNA Indexing System) administered by the FBI.

83.3 EVIDENCE HANDLING

PHILOSOPHY: The proper handling and transferring of evidence is a key factor in maintaining the integrity of the Lakewood Police Department. In an effort to avoid the challenging of the Lakewood Police Department's or any individual employee's reputation the following guidelines will be followed.

83.3.1 Collecting Comparison Samples

Principle: When items are submitted to a Washington State Crime Laboratory (WSPCL) or a private laboratory, for comparison purposes, comparison samples from a known source shall also be submitted, if available. Personnel shall

collect comparison samples from the scene when such samples are available. The location from which the samples are taken is critical information for the laboratory and shall be documented on the Property Report. Refer to the WSP Forensics Guide for further information.

83.3.2 Submission of Evidence to Forensic Laboratories

Principle: Further examination of evidence by a forensic laboratory or other outside agencies is often required. All submission of evidence to outside laboratories will be coordinated by the Forensic Services Section. In order to ensure the submission of the evidence is performed in a manner prescribed by laboratories and other agencies the practices provided in this standard will apply.

- A.** Upon direction by the Forensic Services Lead, the Evidence Custodian shall ensure evidence is transferred to the necessary forensic laboratories or agencies. Forensic Services, CIU or Traffic Section personnel may be responsible for the submission of evidence to a laboratory or outside agency when the investigation necessitates an immediate submission or when investigative personnel must accompany the evidence.
- B.** Packaging and Transmitting:
 - 1.** When investigative personnel do not accompany evidence, it shall be packaged per the requirements established in the WSPCL Forensic Services Guide. A copy of the handbook is available on the Department I: drive.
 - 2.** Evidence shall be delivered by Lakewood Police Department members to laboratories and/or outside agencies. The transfer shall be documented as prescribed by Standard 83.3.1. When staffing does not allow delivery to be accomplished by Lakewood Police Department personnel or the distance to the laboratory or outside agency is excessive, evidence may be delivered by licensed courier. A tracking number for the evidence shall be obtained in writing from the courier.
- C.** Documentation: In addition to the transfer documentation required by Standard 83.3.1, many laboratories require an appropriate request form for the laboratory to be completed.
- D.** Receipts: The WSPCL Lab Request Form serves as a receipt of transfer of custody. In the event that evidence is transferred by mail, the shipment tracking receipt will be retained in the master property records. In all other instances, the LPD property transfer/release form will be used.
- E.** Written Reports of Results: Washington State and Federal laboratories provide written reports regarding the exams/tests conducted and the results. If evidence is transferred to other laboratories or outside agencies for exams/tests, the Lakewood Police Department employee conducting the transfer shall ensure the laboratory or outside agency agrees in writing to provide a written report of the exams/tests results.

PROPERTY AND EVIDENCE CONTROL

84.1 ADMINISTRATION AND OPERATIONS

PHILOSOPHY: Storing, safekeeping, and managing the property and evidence that comes into the custody of the Lakewood Police Department is a major responsibility not only for the Evidence Custodian, but also for the entire agency and all those who come into temporary contact with the material. The volume of property and evidence received by the Evidence Custodian mandates the adherence to strict practices in order to ensure accountability within the Lakewood Police Department, and with the judicial system and general public.

84.1.1 Property Control Practices

Principle: The taking of personal property, regardless of the reason, may be questioned by a variety of interested parties including the property owners, criminal justice attorneys, and/or agencies created to govern police practices. It is important that the Lakewood Police Department be able to rely on the integrity of its property control practices and provide impeccable professionalism in this area. The practices described in this standard are meant to ensure the control of property.

Practices:

- A. **Recording Items:** All property/evidence that comes into a Lakewood Police Department employee's custody shall be recorded on a Property Report form as soon as possible and always prior to the property/evidence being submitted to the Property Room.
- B. **Submitting Items:** No property that comes into a Lakewood Police Department employee's custody may be used for personal use. All property/evidence that comes into an employee's custody and that will not be released to the proper owner by the end of the work shift shall be properly packaged and placed in a Property/Evidence Locker or mailbox as soon as possible and in all instances prior to the end of the employee's shift. Employees are prohibited from storing evidence or other found, seized, or safekeeping property in their desks, lockers, vehicles, homes, or any other location.
 - 1. **Log:** Employees submitting property to the Property/Evidence Lockers shall complete the sequentially numbered log located in the Property/Evidence Room. Additionally, a sequential number from the evidence log should also be assigned to evidence which is submitted in person, for evidence control. The evidence log serves as a check on submitted evidence; therefore all submitted property and evidence, no matter how it is submitted, should be given a log number.
 - 2. **Property Report Form:** The white copy of the form shall be placed with the property.
- C. **Report:** The narrative portion of the case report shall include information detailing the circumstance by which the property/evidence came into the employee's possession. If no General Report is written regarding the property, the Property Report shall have "Original Report" written across the top.
- D. **Packaging and Labeling:** The employee submitting the property/evidence shares a substantial amount of responsibility for managing the integrity of property/evidence. Correct packaging, recording, and labeling substantially reduces the possibility of property/evidence becoming lost, stolen, misappropriated, or damaged. Therefore the following practices shall apply.
 - 1. **General Requirements - Packaging:** Whenever the officer is submitting property/evidence, all items shall be packaged and labeled in such a manner to meet the below listed minimum requirements.
 - a. Each item (according to Property Report form) shall be packaged separately.

- b. Each package shall be labeled with case number and item number. Items of value or intrinsically valuable should be marked in such a way that they are not defaced; they should be marked in an inconspicuous way, or tagged and officer's initials placed inconspicuously on the item.
 - c. Each possible point of entry to the package shall be sealed with evidence tape. Officers will initial and date over the tape and extending onto the packaging in order to reduce the possibility of tampering.
- 2. Specific Requirements: Refer to Standard 83.2.1.
- E. Additional Security Measures: Refer to Standard 83.2.1 for specific handling requirements and Standard 84.1.2 for security related to the property/evidence function.
- F. Attempt to Identify and Notify Owners: It shall be the responsibility of the employee taking custody of any property/evidence to attempt to identify and notify the owner of the item(s) status. If the owner of an item is not listed on the Property Report form, the employee shall include information regarding the attempts made to identify the owner in the narrative portion of the General Report or Property Report (if it is an "Original Report").
- G. Release of Property: Refer to Standards 83.3.1 and 83.3.2 for practices related to the temporary release of property/evidence. Refer to Standard 84.1.7 for practice related to the final release of property/evidence.

84.1.2 Storage and Security

Principle: The security measures described below limit access to the property/evidence stored by the Lakewood Police Department.

Practices:

- A. Storage Lockers: All employees submitting property/evidence to the Property/Evidence Room shall place the item(s) in a storage locker or refrigerated storage locker in the temporary property/evidence storage area, and make an entry in the log. Only the Evidence Custodian or designee may provide access to the item(s) in the locker. Refer to Standard 83.2.1 for specific practices when using drying lockers.
- B. Security:
 - 1. The Property/Evidence remains locked at all times including when the Evidence Personnel are present, and is alarmed when these personnel are not present. This area has restricted access.
 - 2. Non-authorized persons may enter the Property/Evidence Room if escorted by authorized personnel. Additionally they shall indicate their name, date/time, and reason for entering on a log maintained by the Evidence Custodian.
 - 3. Secondary Storage Facility: Inside the primary storage room there are designated storage rooms for the following items: narcotics, firearms, currency, and jewelry or other valuables.
 - 4. Authorized Personnel for Restricted Areas: The Lakewood Police Department personnel listed below are authorized to enter the restricted area used for the storage of property/evidence:
 - Evidence Supervisor
 - Evidence Custodian
 - Emergency Entry: A key shall be kept in the Chief's safe for emergency use only. The key shall be in a sealed envelope. If emergency entry is made or the seal on the envelope is broken, a memorandum must be forwarded to the Chief of Police through the chain of command within 24 hours.

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- C.** Bulk Item Storage Area: Bulk items requiring storage are placed in a storage area that can also accommodate vehicles being held as evidence. Access to this area is restricted to Forensics Services Section and Property Room Section personnel. All other personnel must be escorted. (Rev. 02/10)
- 1.** Impounded Vehicles: Vehicles impounded for the collection of evidence from the interior are placed in a secure area within the police facility. The vehicle shall have each door, the hood, and the trunk or hatchback sealed by the officer impounding it
- D.** LPD will offer to the public a secure container in which to surrender unwanted, legal / prescription drugs. The locked, video-monitored container will be located near the front doors of the main LPD lobby and will be accessible to the public during regular business hours.

84.1.3 Storage During Non-Business Hours (Refer to Standard 84.1.2)

84.1.4 Weapons, Drugs, and Explosives Used For Investigations or Training

Principle: Law enforcement requires handling weapons, drugs, and explosives, and requires these materials are used for training or investigative purposes to meet the needs of the department. There is a responsibility to provide the resources to accomplish training, and materials necessary to carry out thorough, complete investigations while ensuring these dangerous and volatile materials are maintained in a safe, secure, and reasonable manner while accountability is provided.

Practices:

- A.** Drugs: All drugs used for either training or investigations will be items which have been booked into Property/Evidence. These items are stored within the Property/Evidence area (refer to Standard 84.1.2), and tracking/inventorying of these materials will be maintained within the current Property/Evidence recordkeeping system (refer to Standard 84.1.5). Any officer in possession of drugs released to their custody will maintain chain of custody. Drugs associated with an active/open case will not be used for either training or investigations. The control, security and inventory of training aids used by the Narcotics K-9 are outlined in detail within Standard 41.1.4, Guidelines Specific for Narcotic K-9 Team Operations – Training Aids.
- B.** Weapons: Any weapon being held in Property/Evidence will not be used for either training or investigations unless converted for use by the department once final disposition has been determined (see 84.1.7(D) Conversion for Department Use/Auction). A weapon converted for use by the department will be either a “non-issued weapon” or an “SRT weapon” and will be stored, handled, and inventoried as such.
- C.** Explosives: The Lakewood Police Department does not handle nor store explosive devices.

84.1.5 Status of Property/Evidence

Principle: The Evidence Custodian maintains a records system that reflects the below listed information:

- Date/time received
- Location of property/evidence in storage
- Records of temporary transfers / chain of custody
- Final disposition of property/evidence
- Character, type and amount of property currently in storage

84.1.6 Inspections, Inventories, and Audits

Principle: The following schedule of inspections, inventories, and audits of the property/evidence control function shall occur. All personnel conducting any of the described functions shall complete a written report of their findings and forward it directly to the Chief of Police for review and retention.

Practices:

- A. Inspections: The Professional Standards Lieutenant should conduct semi-annual inspections to determine adherence to practices used for the control of property.
- B. Inventories: Whenever an Evidence Custodian is appointed or removed, an inventory of property/evidence shall be conducted. The newly designated Evidence Custodian and a designee of the Chief of Police shall conduct the inventory jointly. The inventory shall ensure that records are correct and properly annotated.
- C. Audits: An unannounced internal audit shall be conducted annually. The Chief of Police shall designate an audit team to conduct this audit. No member of the team shall be from within the chain of command for the property/evidence function.
 - 1. Authorization: The audit team shall be authorized by the Chief of Police to perform the following practices:
 - a. Inspect packaging for tampering, condition, and weight, if applicable. If the appearance of tampering or packaging deterioration exists, packages may be opened in the presence of the Evidence Custodian to verify description/weight/count of contents and if necessary, conduct qualitative analysis of content. These packages are then resealed in the presence of the Evidence Custodian. A notation will be made on the property form of the inspection, including date opened and person inspecting.

84.1.7 Final Disposition of Property/Evidence

Principle: It is the intent of the Lakewood Police Department to prevent an overload on the property management system and to limit the amount of time an owner is deprived of their property. Therefore the Lakewood Police Department determines the final disposition of property/evidence within six months after legal requirements have been satisfied. Once final disposition is determined immediate steps will be taken to satisfy one of the final disposition categories.

Practices:

- A. Return to Owner: Property/evidence may be released to the rightful owner once all police use of the property is satisfied and the officer/CSO who submitted the property or the detective assigned to the case has approved the release. This does not include property/evidence that has been taken for seizure/forfeiture. The following practices shall apply.
 - 1. Notification: Once an item has been cleared for release by the responsible officer/CSO, the Evidence Custodian or designee shall make every reasonable effort to contact the owner and inform the owner when and where the property may be claimed.
 - a. All property property/evidence that is maintained by the department is released back to the owners through the reception desk at the Police Department.
 - b. A written notice to the owner will be sent to the owner's last known address. The notice shall inform the owner of the disposition that may be made of the property, the location where the property may be claimed, and the time that the owner has to claim the property.
 - c. If the property remains unclaimed for a period of not less than 60 days from the date of the written notice to the owner (if known), including arrestees given written notice at the time of their arrest, the property will be considered unclaimed.
 - d. Unclaimed property shall be disposed of according to the provision of RCW Chapter 63.32.
 - e. Pursuant to RCW 63.32.050, LPD may donate unclaimed bicycles and toys to a charity.

2. Firearms: It shall be the responsibility of the Evidence Custodian or designee to ensure the person receiving any firearm is not prohibited by law to possess a firearm. The Assistant Chief or designee shall review and approve all requests to release firearms prior to their release.
- B. Release to Finder: Property, except that which is illegal for the finder to possess, shall be released to the finder if the rightful owner is unknown or cannot be located; PROVIDED the finder has complied with all the duties imposed by RCW Chapter 63.21 and the release has been approved by the Assistant Chief or designee. The following practices shall apply.
 1. When an officer/CSO takes custody of found property of value he/she shall:
 - a. Complete a Property Report form for all money taken or other property the finder wishes to claim.
 - b. Attempt to locate and return the property to the rightful owner.
 - c. If the rightful owner is not located by the end of the shift, the officer/CSO shall submit the property to the Property/Evidence Room.
 2. The Evidence Custodian shall:
 - a. Take any additional steps available to identify the rightful owner.
 - b. Release the property pursuant to RCW Chapter 63.21.
 3. A City of Lakewood employee that finds or acquires any property covered by RCW Chapter 63.21, while acting within the course of employment, may not claim possession of the property.
 4. Firearms: See Section 84.1.7.A.2 above.
- C. Destruction: The following property, once the final disposition has been determined, shall be designated for destruction. The actual destruction of property shall occur as needed.
 1. Type of Property:
 - a. Controlled Substances
 - b. Firearms: Unless the firearm is to be converted for department use or for auction, all firearms that are not authorized for release and/or forfeited firearms.
 - c. Obscene Materials
 - d. Alcoholic Beverages
 - e. Miscellaneous Property: The Evidence Custodian or designee may destroy all other property not released or scheduled for conversion.
- D. Conversion for Department Use / Auctioned: Property/evidence that has been seized and/or forfeited pursuant to applicable laws may be converted for department use or sold at auction. The conversion process is described in the applicable laws provided below. The Chief of Police must authorize any intended conversion of property for department use or property to be sold at auction.
 - RCW Chapter 69.50
 - RCW Chapter 9.41
 - RCW Chapter 10.105
 - RCW Chapter 46.55

84.1.8 Property Acquired Through Civil Process

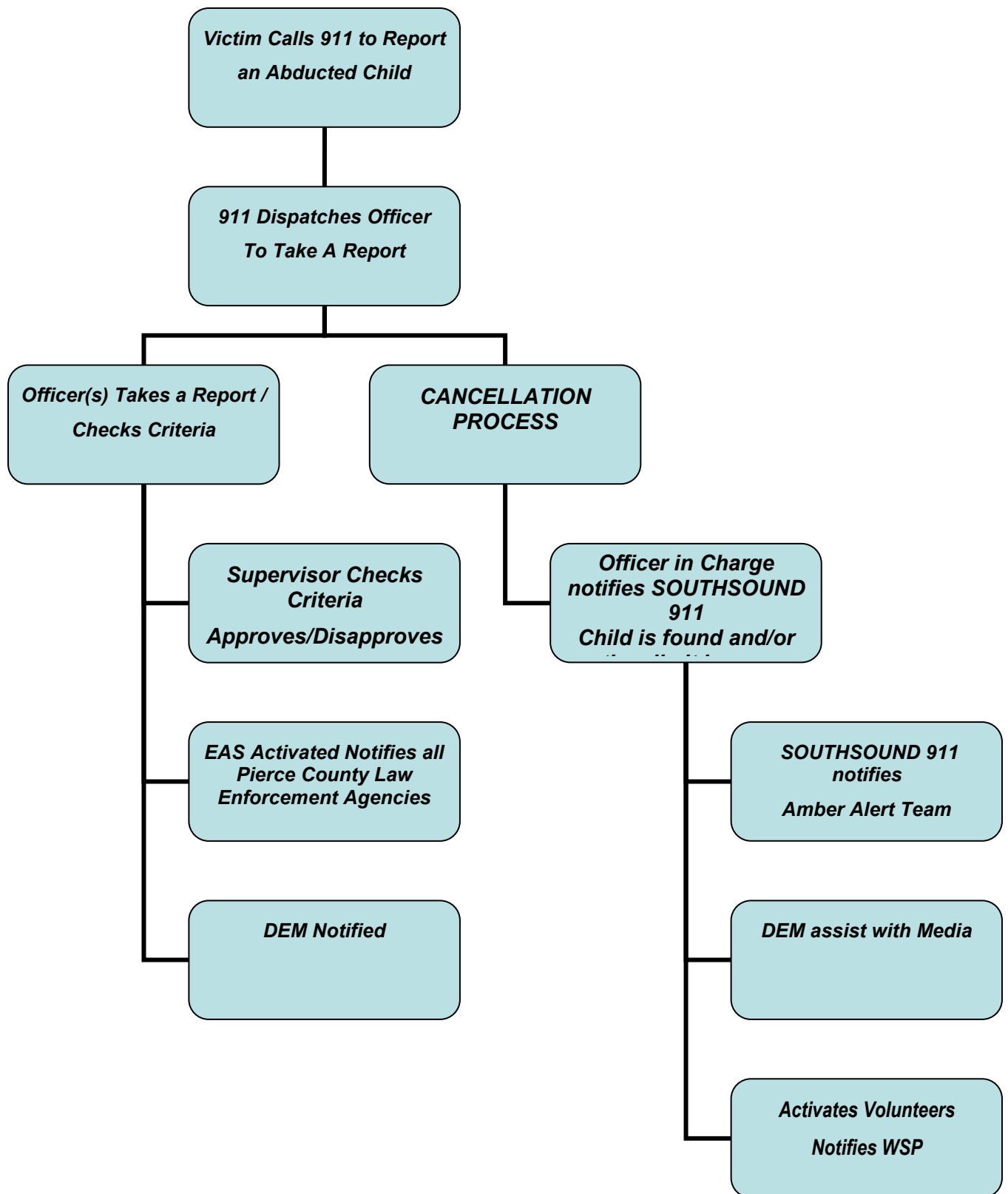
PHILOSOPHY: The goal of the Lakewood Police Department is not to seize the property of civilians for the department's benefit. However, several State laws provide for the seizure of property as a deterrent to future crime and to provide greater safety to the community at large. The Police Department recognizes the intent of such laws and will seize private property in accordance with such laws.

Principle: The Lakewood Police Department allows the seizure of personal property pursuant to the authority granted in the below listed laws. All seized property shall be submitted to the Evidence/Property Room (except vehicles) pursuant to Chapter 83 of this Manual. All police officers shall adhere to the practices provided in this Standard when initiating the seizure process.

Practices:

- A. Firearms Forfeiture:** Police officers may seize firearms pursuant to RCW 9.41.098.
 - 1. **Seizure:** Police officers often come across firearms during investigations. When a firearm may be seized pursuant to RCW 9.41.098, the officer should seize the weapon. Whenever an officer seizes a firearm, the officer shall complete the Forfeiture and Seizure Report and provide the notice of seizure.
 - 2. **Evidence:** If a firearm is taken as evidence and is also eligible for forfeiture, the officer shall complete the Forfeiture and Seizure Report and provide the notice of seizure.
- B. Uniform Controlled Substances Act Seizures:** Police officers may seize currency and personal property pursuant to RCW 69.50.505.
 - 1. **Seizure:** Whenever a police officer intends to seize currency or personal property pursuant to RCW 69.50.505, the officer shall first review the facts of the case with the on-duty supervisor. In situations where sufficient facts support the seizure of currency or property, the investigating officer shall be responsible for taking possession of the property. The officer shall complete the Forfeiture and Seizure Report and perform the service. The CIU Lieutenant shall be notified of all seizures within 24 hours.
 - a. **Currency:** Currency will not be deposited until a final disposition in the case.
 - b. **Bank Accounts:** Funds in bank accounts will not be seized without a court order.
 - c. **Vehicles:** Vehicles seized will be towed or driven to the station until final disposition in the case.
 - 2. **Final Disposition:** After an administrative process has been completed, seized property is either released to the claimant or if forfeited it is auctioned. Proceeds from auctioned items are deposited in the seizure fund.
- C. Property Involved in Felony:** RCW 10.105.010 gives the authority to seize property involved in felony (non-drug related) crimes. The practices are the same as for Uniform Controlled Substances Act Seizures.

Pierce County Amber Plan Activation Flow Chart



Special Purpose Vehicles 41.1.3

Vehicle Make	Vehicle Model	Person/Unit Responsible	Purpose	Training Required	Required Equipment
Honda	PWC (2)	MSU Sgt	Patrol Vessel for the city's lakes.	Yes, PWC for Law Enforcement Course	lanyard, fire extinguisher, PFD per rider, sound making device, a line
North River	Seacraft	MSU Sgt	Patrol Vessel for the city's lakes.	Yes, Basic Marine Service Course	Fire extinguisher, PFD per passenger, flares, multiple lines, throw-able PFD
Chevrolet	Suburban	SWAT Team Leader	Aids in SWAT operations carrying multiple team members	Yes, per Metro SWAT SOP Chapter 28	none
Unk.	Armored Truck	SWAT, owned by Bonney Lake Police	SWAT operations	Yes, per Metro SWAT SOP Chapter 29	none
Various	Mt Bicycles	MSU Sgt	Directed enforcement and community policing	Yes, State approved police bicycle course	helmet
Chevrolet	Uplander	Traffic Sgt	Camera speed enforcement	Yes, Redflex Training	none
Ford	Explorer	Traffic Sgt	Camera speed enforcement	Yes, Redflex Training	none
Harley	FL1460	Traffic Sgt	Traffic enforcement and direction	Yes, Basic Motors Course	helmet
Honda	ST1300 (4)	Traffic Sgt	Traffic enforcement and direction	Yes, Basic Motors Course	helmet
Kawasaki	KZ1000	Traffic Sgt	Traffic enforcement and direction	Yes, Basic Motors Course	helmet

41.3.2 Patrol Vehicle Equipment List

Registration
Insurance Card
Gas Card
Crime Scene Tape
Fire Extinguisher
First Aid Kit
Flares
Jumper Cables
Jack/Lug Wrench
PPE Kit
Sharps Container
Blood Born Pathogen Protection
Stop Sticks/ Strips
Tire Chains
Traffic Vest
Blanket

LAKEWOOD SRT – SOP

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Chapter 1

MISSION STATEMENT

1.1 SPECIAL RESPONSE TEAM, OPERATIONS - PURPOSE

The mission of the Lakewood Special Response Team is to save lives by supporting the extraordinary enforcement needs of the Lakewood Police Department. This is accomplished through specialized training, personnel and equipment.

1.2 SPECIAL RESPONSE TEAM, OPERATIONS - NEED

These extraordinary enforcement needs include, but are not limited to:

- a. High-risk arrest warrant service.
- b. High-risk search warrant service.
- c. Barricaded subject situations.
- d. Hostage situations.
- e. Sniper situations.
- f. Terrorist acts.
- g. Weapons of mass destruction.
- h. In progress workplace/school violence.
- i. Dignitary Protection
- j. Any other unusual occurrence outside the capabilities of normal police response.

1.3 SPECIAL RESPONSE TEAM, OPERATIONS - CONCEPT

The objective of the Special Response Team is the resolution of high risk/crisis situations while minimizing the potential of injury or loss of life.

At the scene of a suspect driven police operation or crisis situation, the priorities of life are:

- a. Hostages.
- b. Citizens in the danger area.
- c. Team Members and other police officers
- d. Suspect(s).

CHAPTER 2

SPECIAL RESPONSE TEAM POLICY

2.1 PURPOSE OF THE SPECIAL RESPONSE TEAM OPERATIONS MANUAL

An operations manual for the Special Response Team (SRT) will be developed to provide guidelines for Lakewood SRT operations. The manual will be based on SWAT best practices and established SWAT standards.

The SRT Commander will be provided a complete copy of the SRT Operations Manual. The SRT Commander will ensure that the SRT Team Leaders duplicate and distribute copies of the manual to all team members are provided with an current copy of the policy manual. Policy updates are subject to the approval of the Chief of Police.

2.2 NEED FOR THE SRT OPERATIONS MANUAL

SRT needs established policy and procedure to assist the team with decision making and guiding principles for the team.

SRT Members shall be provided with manual updates and revisions as they are made and shall be responsible to maintain an updated manual.

Team Leaders will coordinate the update for all team members.

It is the responsibility of the individual team member to read and comply with the policies, procedures, and regulations described within the SRT Operations Manual.

SRT Operations Manuals shall be maintained in a secure manner to avoid loss, theft or destruction and avoid unauthorized access.

2.3 BUDGET

SRT will complete a biennial budget when requested by the Chief of Police. The Team Commander will be responsible for completing the budget and presenting it to the Special Operations Lieutenant for inclusion in the upcoming budget cycle. The budget will consist of capital items as well as operational and training supplies for the upcoming budget term.



CHAPTER 3

ORGANIZATION AND COMMAND STRUCTURE

3.1 PURPOSE and NEED

Recognizing the presence of highly trained, highly skilled police tactical unit has been shown to substantially reduce the risk of injury or loss of life to citizens, police officers and suspects. Recognizing that a well managed team response to critical incidents usually results in successful resolution of critical incidents, it is the intent of the Special Response Team (SRT) to work with law enforcement agencies to provide a highly trained tactical team as a resource for law enforcement agencies who need assistance with critical incidents.

SRT will operate under the Incident Command System (ICS).

The Special Response Team should include an Incident Commander, SRT Tactical Commander, Team Leaders, Crisis Negotiation Team and Team Members.

3.2 NEED FOR THE ORGANIZATION OF SRT

3.2.1. Incident Commander

The Incident Commander should be a command level officer from the jurisdiction in which the incident is occurring. The Incident Commander shall assume overall command and responsibility for the incident. Incident Commanders may vary from incident to incident, and jurisdiction to jurisdiction, and as such, Incident Commanders are not an internal organizational component of SRT.

The Incident Commander is responsible for:

- Monitoring incident developments.
- Determining incident priorities, goal and objectives.
- Managing incident resources.
- Oversight of force progression.
- Maintaining the outer perimeter through non-SRT personnel.
- Establishing a staging area.
- Designating the PIO and media contact location.
- Ensuring the recording and logging of decisions, developments, and key communication throughout the incident.
- Coordinating tactical support with the Tactical Commander.
- Assigning an investigator or intelligence officer to the incident.

3.2.2. SRT Tactical Commander

The SRT Tactical Commander shall operate under the direction of the Incident Commander. The SRT Tactical Commander shall confer with the Incident Commander and offer viable tactical solutions to the situation. The SRT Tactical Commander is responsible for assigning tactical objectives to Team Leaders and assuring those objectives are carried out by the Team Leaders. The Tactical Commander should ensure SRT receives updated and current information and intelligence regarding the incident. The Tactical Commander should work to ensure SRT has a common operational picture and achieves unity of effort in order to resolve the situation to best effect.

The SRT Tactical Commander, in conjunction with Team Leaders, shall formulate tactical plans to assist the direction of the Incident Commander. The SRT Tactical Commander shall monitor the incident and provide periodic tactical updates to the Incident Commander. The SRT Tactical Commander shall normally staff the Command Post and coordinate the field activities of SRT. SRT shall not attempt any tactical operation that in the opinion of the SRT Commander and Team Leaders:

1. Believes the team is not properly trained for.
2. The mission unnecessarily endangers SRT personnel

3.2.3 SRT Team Leaders

SRT Team Leaders shall be responsible for implementing tactical objectives and carrying out the tactical plans as outlined by the SRT Tactical Commander. Team leaders shall assure that assigned team members fully understand the tactical plan and act within the intent of that plan. Team leaders shall monitor, control, and direct the actions of assigned team members. Team Leaders shall report directly to the SRT Tactical Commander.

The Tactical Commander will designate a Mission Team Leader for both pre-planned and in progress incidents. That Team Leader will be the primary Team Leader for that incident and will be responsible for coordinating with the Tactical Commander and other Team Leaders. The Mission Team Leader may assign supervisory roles to other team members as needed.

3.2.4 SRT Sniper Team

The Sniper Team shall be under the supervision of a designated team leader who shall be responsible for completion of the tactical plan. SRT snipers gather and disseminate updated intelligence information pertaining to the incident location and suspect/hostage movements.

The sniper team has primary responsibility for long-range precision fire at selected targets in response to a specific threat.

3.2.5 Tactical Emergency Medical Support

Tactical Medical Support is currently supplied by West Pierce Fire Department. Maintaining a Tactical Medic program will include selection of personnel, ongoing training and the procurement of specialized medical equipment.

3.2.6 Crisis Negotiation Team

The SRT Crisis Negotiation Team (CNT) is responsible for communicating with and collecting intelligence regarding suspects who may be barricaded, involved in suicidal situations and/or have taken hostages. The team is comprised of trained Crisis Negotiators from various agencies within the Cooperative Cities group. The CNT Team Leader coordinates with the Tactical Commander and Incident Commander to achieve a satisfactory resolution to pre-planned or in-progress incidents.

3.2.7 Special Response Team Member

Team members are responsible for carrying out the tactical plan as directed by the designated team leader. Team members shall only utilize weapons and/or equipment for which they are fully trained and qualified, and only those that are in compliance with Team policy/procedure. Team member actions shall be directed by the team leader except in emergency response to precipitous actions by the suspect. Tactical plans will not be executed without prior approval of the SRT Commander.

CHAPTER 4

SRT - COMMAND STRUCTURE

4.1 PURPOSE OF THE COMMAND STRUCTURE

SRT must have a command structure in place to ensure an efficient span of control during police tactical operations. The command structure must be well defined so each member knows who he or she reports to.

SRT should not attempt any tactical operation that in the opinion of the SRT Commander and Team Leaders;

- A. Believe the team is not properly trained, or
- B. Believes the mission unnecessarily endangers SRT personnel.

4.2 NEED FOR THE COMMAND STRUCTURE

Each team member must know who he/she reports to in the SRT chain of command.

During a critical incident it is imperative that each member know his/her assigned duties. A clear chain of command is required so that specific duties are carried out in an efficient and timely manner.

4.3 CONCEPT OF THE COMMAND STRUCTURE

4.3.1 INCIDENT COMMANDER

The Incident Commander should be a command level officer from the jurisdiction in which the situation is occurring. The Incident Commander shall assume overall command and responsibility for the incident. The Incident Commander shall establish a Command Post outside the inner perimeter away from the suspect's line of sight and fire. The Incident Commander shall consult with the SRT/ Tactical Commander and evaluate the tactical options presented. Once determination is made as to tactical objectives or mission and the Incident Commander has authorized the plan, the SRT Commander assumes responsibility for initiating the tactical plan. Within the Command Post the Incident Commander shall:

- a. Monitor incident developments.
- b. Maintain the incident outer perimeter (non-SRT personnel).
- c. Establish a staging area for responding resources.
- d. Designate a Public Information Officer or media contact location.

- e. Assign an incident record keeper to record radio traffic and gather tactical/intelligence information.
- f. Coordinate tactical support and negotiations with the suspects.
- g. Investigate and gather intelligence information pertaining to the incident.

4.3.2 SRT/TACTICAL COMMANDER (S)

The position of Tactical Commander shall be staffed by the SRT Commander when available; in the SRT Commander's absence the Incident Commander shall appoint qualified personnel as the Tactical Commander(s). The SRT Commander shall respond to the crisis site and assume operational command of SRT personnel. The SRT Commander shall establish a Tactical Operations Command Post from which SRT operations can be directed. Non-crisis operations, intelligence, and support services shall be conducted separate from the Tactical Operations Command Post. The SRT Commander shall obtain incident information from the Incident Commander and recommend options for tactical response/resolution. Upon determination of the tactical objectives, and authorization from the Incident Commander, the SRT Commander will brief the Team Leaders. The SRT Commander, in conjunction with the designated Mission Team Leader and supporting Team Leaders shall formulate a tactical plan to accomplish the objective/mission.

Tactical intervention against a suspect stronghold will not be initiated without prior approval of the Incident Commander, except in an emergency response to unanticipated incident, at which time the SRT Commander may authorize an immediate crisis intervention response.

4.3.3 SRT TEAM LEADER

Team leaders are responsible for carrying out the identified tactical plan of the SRT Commander. The Team Leaders shall brief assigned SRT personnel as to the objective/mission and tactical plan. The Team Leaders will assure that necessary SRT equipment and weapons are procured, and that no unauthorized equipment is deployed into the tactical situation. Team Leaders shall prepare tactical contingency plans to counter possible suspect actions. Tactical operations shall be approved by the SRT Commander except in an emergency response to precipitous actions by the suspect.

4.3.4 SRT TEAM MEMBER

Team members are responsible for carrying out the tactical plan as directed by the designated Team Leader. Team members shall only utilize weapons and/or equipment for which they are fully trained and qualified, and only those that are in compliance with Team policy/procedure. Team member actions shall be directed by the Team Leader except in emergency response to precipitous actions by the suspect. Tactical plans will not be executed without prior approval of the SRT Commander except in emergency, crisis response to precipitous actions by the suspect.

CHAPTER 5

SRT - CHAIN OF COMMAND

5.1 PURPOSE OF CHAIN OF COMMAND

The chain of command is established to provide clear delineation of persons in charge and information dissemination.

5.2 NEED FOR CHAIN OF COMMAND

The chain of command must be designated so that department and SRT personnel know the organization of the administrative and operational leadership responsible for the management of SRT. At the discretion of the Chief of Police a SRT Commander and SRT Command Liaison will be appointed from qualified LPD personnel.

5.3 CONCEPT OF THE CHAIN OF COMMAND

The SRT Command Liaison provides administrative oversight of SRT and the SRT Commander.

All SRT operational matters, and those pertaining to the interaction of SRT with outside agencies shall be directed to the SRT Commander. Operational matters include but are not limited to: team assignments, training issues, personnel issues, team policies and procedures and other matters as designated by the SRT Commander. The SRT Commander will also manage administrative issues related to SRT such as budgeting, purchasing, equipment and training.

SRT Team Leaders and CNT Team Leaders shall complete operational and administrative assignments as directed by the SRT Commander but shall not be considered as a first step in the team chain of command for department administrative purposes.

CHAPTER 6

Lakewood SRT - CALLOUT CRITERIA

6.1 PURPOSE OF SRT CALLOUT CRITERIA

To provide criteria as to when the Special Response Team may be called for assistance.

6.2 NEED FOR SRT CALLOUT CRITERIA

SRT should only be activated when the threats or circumstances are such that general patrol or investigative response cannot effectively handle the situation. For pre-planned events, a Joint Metro Risk Matrix shall be completed and submitted to the SRT Team Commander via the department chain of command for review. For in-progress events, the Incident Commander should consult the Joint Metro Risk Matrix prior to contacting the SRT Commander.

6.3 SRT CALLOUT CRITERIA

For planned operations or in-progress incidents factors that may justify callout of SRT include, but are not limited to situations involving:

- a. Armed/violent suspect(s)
- b. Automatic weapons
- c. Barricaded/fortified locations, or
- d. Suspect affiliation with violent anti-social organizations/groups
- e. Suspect threats of violence towards police
- f. Violent criminal history
- g. Other hazardous conditions.

Planned Operations include, but are not limited to:

- a. Search warrant service.
- b. Arrest warrant service.
- c. Dignitary Protection.
- d. Security Details

In-Progress Incidents include but are not limited to:

- a. Barricaded Subjects

- b. Hostage Situations
- c. Civil Disobedience or Riots
- d. Snipers
- e. Scenes of mass violence
- f. Acts of Terrorism
- g. Weapons of Mass Destruction
- h. Disasters

Barricaded Subject Situations shall include, but are not limited to situations involving:

- a. Commission of a criminal offense, and
- b. A suspect believed to be armed, and
- c. Suspect has concealed self within a structure or vehicle, and
- d. Suspect fails to obey police commands to resolve the situation.

Unusual Occurrences: Those incidents requiring *extraordinary police response* shall include, but are not limited to, Terrorist Acts, Weapons of Mass Destruction, crowd control, civil disobedience, disasters, dignitary protection and other events that fall outside the capabilities of normal patrol or investigative response.

SRT may respond to formal requests for assistance from mutual aid police departments for occurrences that fit within the above callout criteria.

CHAPTER 7

Lakewood SRT CALLOUT PROCEDURES

7.1 PURPOSE OF CALLOUT PROCEDURES

Any command level officer of the Lakewood Police Department may request SRT through the SRT Commander, Chief of Police, Assistant Chief of Police or SRT Command Liaison. Command level officers shall normally be the department's Command Duty Officer (CDO) and should be of the rank of Lieutenant or above.

7.2 CALLOUT PROCEDURES

An emergency tactical situation may mandate the callout of SRT. Once command level authorization has been obtained, the requesting CDO or patrol supervisor shall contact the SRT Commander. The SRT Commander shall be provided the below information pertaining to the incident:

- a. Name and title of authorizing command level officer.
- b. Brief description of the situation, including address.
- c. Joint Metro Risk Matrix rating
- d. Location and route to which Team Members should use to respond.

7.3 CONCEPT OF CALLOUT PROCEDURES

The SRT Commander will ensure SRT personnel are notified of the incident. . The SRT Commander may authorize a SRT page. The current paging procedure is through the use of the Everbridge system maintained by South Sound 911.

If the incident requires response outside the City of Lakewood, on-duty team members shall notify their on-duty Shift Supervisor.

An Incident Commander will be appointed to oversee the operation.

The first SRT Team Leader arriving at the crisis site shall obtain information from the on-site supervisor in preparation for briefing the SRT Commander and establish a Tactical Operations Command Post.

In the event of a limited call-out (such as a warrant service) or a non-emergency activation, the SRT Commander shall be notified first. The SRT Commander will discuss the situation with the patrol or specialty unit supervisor and a Team

Leader and determine if additional SRT personnel are needed. If additional personnel are needed the SRT Commander will determine the resources and personnel required. The SRT Commander will respond to or monitor all missions involving personnel from the SRT, depending on the type of mission and need.

Mutual aid requests by outside agencies must meet the specified callout criteria for SRT activation

The SRT Commander will be notified of any requests for on-duty tactical or CNT responses in exigent mutual aid situations. Notification can be made by the team member responding to the request.

A current callout roster will be maintained. Copies of the roster will be disseminated to South Sound 911. Team members will report any change in their contact information to the SRT Commander.

In the event the SRT Commander cannot be reached, notification shall be directed to SRT Command Liaison, Chief of Police or Assistant Chief of Police,

7.4 OUTSIDE AGENCIES and LAKEWOOD SRT

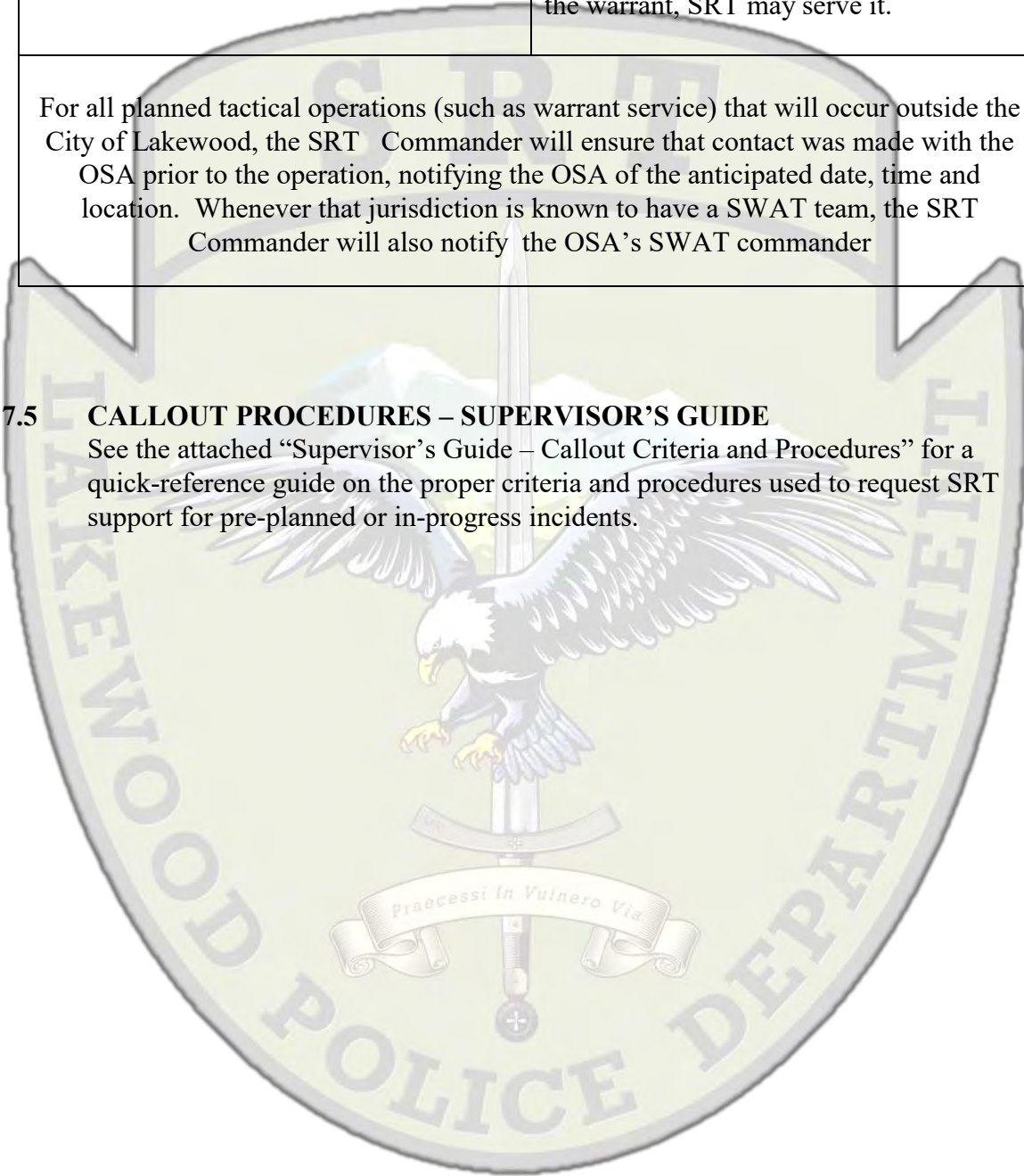
For in-progress incidents, if requested by an OSA supervisor anywhere in King or Pierce Counties, SRT may respond under mutual aid with the approval of the Chief of Police or designee. (This does not preclude response to an incident outside that area when there are extraordinary circumstances.)

Planned Operations	Protocol
OSA has a warrant for service inside Lakewood, and <ul style="list-style-type: none"> The OSA <u>has</u> a SWAT team. 	First preference: OSA uses their own team. SRT offers a liaison. Alternative: By request from OSA mid-manager (Lt. or above), SRT may serve it.
OSA has a warrant for service inside Lakewood, and <ul style="list-style-type: none"> The OSA has <u>no</u> SWAT team. 	By mutual aid request from OSA supervisor or above, Lakewood SRT may serve it.
OSA has a warrant for service inside the OSA's <i>own</i> jurisdiction (such as a large scale, multi-warrant task force operation).	By mutual aid request from the OSA's supervisor or above, SRT may serve it.
OSA has a warrant for service inside a	First preference: refer the OSA with the

<p><i>different</i> OSA’s jurisdiction (such as a large, multi-warrant task force operation).</p>	<p>warrant to the agency having jurisdiction over the location.</p> <p>Alternative: By request from a mid-manager (Lt. or above) of the OSA having the warrant, SRT may serve it.</p>
<p>For all planned tactical operations (such as warrant service) that will occur outside the City of Lakewood, the SRT Commander will ensure that contact was made with the OSA prior to the operation, notifying the OSA of the anticipated date, time and location. Whenever that jurisdiction is known to have a SWAT team, the SRT Commander will also notify the OSA’s SWAT commander</p>	

7.5 **CALLOUT PROCEDURES – SUPERVISOR’S GUIDE**

See the attached “Supervisor’s Guide – Callout Criteria and Procedures” for a quick-reference guide on the proper criteria and procedures used to request SRT support for pre-planned or in-progress incidents.



Lakewood Special Response Team (SRT)

Supervisor's Guide - Callout Criteria and Procedures

Lakewood SRT is organized, staffed, trained and equipped to handle the extraordinary enforcement needs of the Lakewood Police Department. This includes exigent, in-progress incidents and pre-planned operations such as warrant services. SRT includes both a tactical element and a Crisis Negotiations Team (CNT).

For planned operations or in-progress incidents factors that may justify callout of the SRT include, but are not limited to situations involving:

- a. Armed/violent suspect(s)
- b. Automatic weapons
- c. Barricaded/fortified locations, or
- d. Suspect affiliation with violent anti-social organizations/groups
- e. Suspect threats of violence towards police
- f. Violent criminal history
- g. Other hazardous conditions.

Planned Operations include, but are not limited to:

- a. Search warrant service.
- b. Arrest warrant service.
- c. Dignitary Protection.
- d. Security Details

In-Progress Incidents include but are not limited to:

- a. Barricaded Subjects *
- b. Hostage Situations
- c. Civil Disobedience or Riots
- d. Snipers
- e. Scenes of mass violence
- f. Acts of Terrorism
- g. Weapons of Mass Destruction
- h. Disasters

*Barricaded Subject Situations shall include, but are not limited to situations involving:

- a. Commission of a criminal offense, and
- b. A suspect believed to be armed, and
- c. Suspect has concealed self within a structure, vehicle or other location, and
- d. Suspect fails to obey police commands to resolve the situation.

SRT may respond to formal mutual aid requests for assistance from other police departments for occurrences that fit within the above callout criteria.

Callout Procedures – In-Progress Incidents

- 1) On-scene supervisor contacts the CDO and briefs them on the situation. Supervisors are encouraged to contact the SRT Commander as soon as possible during an incident that could possibly result in a SRT deployment. This allows the SRT Commander to discuss possible solutions or contingencies and conduct pre-planning prior to SRT deployment, if necessary.
- 2) The CDO authorizes callout of SRT
 - a. On-scene supervisor or CDO contacts the SRT Commander and provides: Name and title of authorizing command level officer.
 - b. A description of the situation, including address.
 - c. Joint Metro Risk Matrix rating or known weapons, fortifications or other risk factors
 - d. Location and route to which Team Members should use to respond, radio frequency and Command Post location.
- 3) The SRT Commander (Sgt. Markert) will notify the SRT Command Liaison (Lt. Gildehaus) of the callout and also initiate callout of SRT via SS911's Everbridge system.
- 4) The SRT Commander will assume the role of Tactical Commander and coordinate with the on-scene Incident Commander.
- 5) In the absence or unavailability of the SRT Commander the SRT Command Liaison, the Chief of Police or designee may initiate callout of SRT and appoint a Tactical Commander for that incident.
- 6) LPD requests for "on duty" SRT or CNT personnel will be screened through the SRT Commander. Exigent mutual aid requests for SRT/CNT personnel from available jurisdictions will be screened through the patrol supervisor and the SRT Commander will be notified of the response.

Pre-Planned Operations

- 1) Requesting investigator from specialty unit/section collects intelligence, criminal histories, etc and completes a Joint Metro Risk Matrix. The Risk Matrix is screened by unit Sergeant and forwarded to the appropriate Lieutenant or other Command Officer for review.
- 2) Those operations requiring a Mandatory SWAT Consult or Mandatory SWAT Service are then referred to the SRT Commander for review, with supporting documents including criminal histories, intelligence on the location and suspects, a copy of the approved search/arrest warrant and a signed copy of the Joint Metro Risk Matrix. "Low Risk" operations may also be screened by SRT due to staffing or other special needs.
- 3) SRT Commander approves deployment of SRT or refers the operation back to the requesting unit for service. The SRT Commander notifies the SRT Command Liaison of approved operations.
- 4) The SRT Commander assigns approved operations to a Team Leader for operations planning. The SRT Commander, Team Leader and case agent coordinate during the operations planning process.
- 5) SRT Commander forwards approved operations plan to the Incident Commander and SRT Command Liaison for review.

CHAPTER 8

COMMUNICATIONS

8.1 PURPOSE OF COMMUNICATIONS

Communication amongst team members and the Command Post are vital to ensure a successful resolution to a critical incident or warrant service. The SRT commander must also be able to contact team members during their off duty time so they can respond in timely manner to an on-going critical incident.

8.2 NEED FOR COMMUNICATIONS

Protocol must be established so that proper procedures are followed during incidents.

8.3 CONCEPT OF COMMUNICATIONS

8.3.1 RADIO

During all team activations a tactical radio frequency shall be coordinated through South Sound 911. Use of that radio frequency shall be restricted to only SRT communications. A secondary tactical frequency may designated for other communications, to include other units supporting the incident response. During tactical activation, all SRT tactical radio traffic may be monitored and recorded. An incident record-keeper should be designated by the Incident Commander and a written record maintained of all SRT actions. In the absence of a designated record-keeper, all SRT radio communications should be conducted on a monitored and recorded frequency, if available.

8.3.2 PAGING

Team members shall maintain department-issued communication devices. Devices shall remain functional 24-hours a day, and will be carried by the individual team member at all times that they are available for callout response. Tactical incident call outs will preferably be completed through Everbridge notification, initiated by the SRT Commander or SS911. Team members will respond to activation alerts at the first opportunity and advise SS911 and the SRT Commander of their availability status; this may be accomplished by specifying their response category through the Everbridge polling function.

CHAPTER 9

USE OF FORCE

9.1 PURPOSE: USE OF FORCE

Members of the Special Response Team shall utilize only the level of force that is reasonable and necessary to protect themselves or others from bodily injury or harm. The protection of life is more important than either the apprehension of criminal offenders or the protection of property. The member's responsibility to protect life must include his/her own life. Team Member's actions regarding use of force are governed by the Manual of Standards of the Lakewood Police Department. Refer to MOS Chapter 1.3, Force Response by Officers.

9.2 NEED FOR USE OF FORCE

Members shall use a reasonable amount of force necessary to accomplish the arrest, overcome resistance to arrest, defend themselves or others from harm, or to control a situation.

The degree of force used should be proportional to the amount of resistance perceived by the member, or the imminent threat the person poses to the member or others.

Definitions:

"Necessary" means that no reasonably effective alternative to the use of force appeared to exist and that the amount of force used was reasonable to effect the lawful purpose intended.

[RCW 9A.16.010 (1)]

"Deadly force" means the intentional application of force through the use of firearms or any other means reasonably likely to cause death or serious physical injury.

[RCW 9A.16.010 (2)]

In certain situations, it may be necessary to use deadly force to stop a suspect who is not an immediate threat to SWAT members. On those occasions, the SWAT Commander should air the "Risk Factors" known at the time to inform all SWAT personnel of the level of threat posed to the public or officers so up to date use of force decisions can be made by all on scene. *Reference Graham v Connor*

9.3 CONCEPT USE OF FORCE

9.3.1 Deadly Force – Refer to MOS 1.3.2

- a. Deadly force may only be used when reasonably necessary to protect the member or others from what he or she reasonably believes is an imminent threat of death or serious physical injury.
- b. SRT personnel are authorized to use deadly force to capture or seize a dangerous suspect when there is probable cause to believe that the suspect has committed a crime involving the infliction of serious bodily harm, and there is no reasonable safe means of preventing the suspect's escape. Team Member's actions regarding use of force are governed by the Manual of Standards of the Lakewood Police Department.

9.3.2 Notification of Risk Factors

In ongoing and rapidly evolving situations where the use of deadly force may be necessary, the SRT Commander will frequently update team members with the threats known at the time and air them as Risk Factors. As the situation evolves the team will be notified of any escalating or de-escalating behaviors by the suspect(s).

When there is more than one suspect, if reasonable and if suspects can be separately identified by their actions, Risk Factors will be aired for all suspects based on their threat to the officers and the public.

Updates of Risk Factors will be communicated to the team as a whole as they become available.

9.3.3 Warning Shots – Refer to MOS 1.3.3

“Due to the extreme hazards warning shots pose to bystanders and citizens, warning shots are not authorized.”

9.3.4 Less-Lethal Weapons – Refer to MOS 1.3.4

Less-lethal weapons may be used to control persons or to defend the member or others from harm. Training will be in accordance with less lethal training, best practices.

9.3.5 Rendering Aid After the Use of Force – Refer to MOS 1.3.5 - 1.3.7

Appropriate medical treatment will be provided after force is used, whenever:

- a. There is any obvious injury.
- b. There is any complaint of injury.
- c. There is an application of any neck restraint.
- d. Loss of consciousness for any reason.
- e. The member or the member's supervisor requests medical treatment be provided.
- f. Medical treatment will be offered if injury is suspected.

When safe to do so, initial medical treatment should be provided by a team member depending on the training and expertise of that member.

9.3.6 Use of Force – Reporting – Refer to MOS 1.3.5

The Tactical Commander will be notified of any use of force by a team member during an incident.

Use of force reports shall be submitted through the SRT Commander. All use of force will be documented in general/supplemental police report for attachment to the use of force report. Team Leaders will forward photographs of the person who was the subject of the force application to the SRT Commander.

CHAPTER 10

SRT INTERNAL COMPLAINTS

10.1 PURPOSE OF INTERNAL COMPLAINTS

The internal complaint process is established for a structured and fair means to ensure that allegations of misconduct regarding members of the SRT will be thoroughly investigated.

10.2 NEED FOR INTERNAL COMPLAINTS POLICY

SRT Team conduct operations during tactical operations and other unusual occurrences. To avoid duplication of efforts, MOS policies regarding the conduct of internal complaints should be followed.

10.3 CONCEPT OF INTERNAL COMPLAINTS

Refer to the Manual of Standards for internal complaints against members of SRT.

MOS, Chapter 26.1 – Disciplinary Standards

MOS, Chapter 52.1 – Professional Standards

CHAPTER 11

SELECTION PROCESS

11.1 PURPOSE OF THE SELECTION PROCESS

Due to the critical nature of SRT operations, it is essential that only qualified officers be selected to be members of the team. The purpose of the selection process is to establish a structured, best-practices approach to team member selection.

11.2 NEED OF THE SELECTION PROCESS

Due to the need to select qualified individuals, the following criteria are guidelines for each agency to better determine the qualifications and standards necessary to be selected as a team member.

11.4 SELECTION CRITERIA

SRT shall maintain the selection criteria and process used to select the most qualified individuals for appointment to SRT as tactical officers.

Selection criteria should include review and evaluation of the applicants:

- a. Experience - Minimum of 3 years law enforcement experience with department.
- b. Psychological make-up - Mentally and emotionally stable, and demonstrates self-discipline.
- c. Ability to function as team member.
- d. Minimal citizen complaints, disciplinary actions, and internal investigations. Demonstrate high levels of performance, and review of past performance evaluations.
- f. Demonstrate high level of physical fitness.
- g. Demonstrate interest in and aptitude for police tactical operations.

11.5 SELECTION PROCESS

The SRT Commander will publish a Position Announcement and selection process for SRT through Professional Standards. The process should include:

1. Written application - letter of interest.
2. Successful completion of the physical fitness standards (physical fitness test for entrance to WSTOA Basic SWAT).
3. Firearms proficiency test
4. Internal review of qualifications and oral board.
5. The final appointment will be made by the Chief of Police.

11.6 TEAM LEADER SELECTION

The SRT Commander will make recommendations to the Chief of Police regarding the selection of Team Leaders. Tactical experience, leadership ability and organization in a tactical and administrative environment are the primary considerations for selecting Team Leaders.

11.7 SELECTION OF CNT PERSONNEL

See Chapter 30.6

11.8 SELECTION OF TACTICAL MEDICS

The Lakewood Chief of Police and SRT Commander will work with the agency providing tactical medical support to establish guidelines for the selection and appointment of tactical medics.

11.7 TEAM MEMBERS WHO HAVE LEFT SRT

Past SRT members who have left the team under circumstances involving a leave of absence, voluntary withdrawal, or failure to maintain adequate levels of performance or physical fitness, may apply for reappointment to the team.

Preference for filling an existing opening may be given to past member when a consensus of the team leadership feels it is appropriate. When a member has left the team in good standing per the SRT Commander and applicable evaluations, the applicant may only be required to complete the annual physical fitness recertification based on the following:

1. The applicant is re-applying within two years of service to SRT.
2. The applicant has approval from the Chief of Police to forgo the standard testing process.

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Nothing in this section shall overrule the Manual of Standards or rules governed by any CBA with the City of Lakewood.



CHAPTER 12

SPECIAL RESPONSE TEAM - PROBATIONARY STATUS

12.1 PURPOSE OF PROBATIONARY STATUS

To provide a trial service period for new members to the Special Response Team.

New team members assigned to SRT shall be in probationary status for a one-year period of time. A “one year” period is defined as attending two training days a month, for a total of 24 training sessions.

New team members will not initially be assigned to entry teams until their Team Leader and mentor determine that they possess the requisite skills for the assignment. Team members will be expected to successfully complete a Washington State Criminal Justice Training Commission recognized Basic SWAT Course or equivalent at the first opportunity.

A probationary team member’s skills, abilities, behavior, teamwork, and general progress will be continually evaluated during the probationary period. Inability of a probationary team member to meet team standards or unacceptable behavior during operational deployments or other actions that effect the team member’s ability to support the department during tactical operations may be cause for removal from the team.

12.2 NEED FOR PROBATIONARY STATUS

In order to evaluate new members to SRT, a period of time needs to pass to ensure that officers are meeting the requirements of SWAT.

Probationary team members will be assigned a mentor during the probationary period. The mentor will give periodic updates to the Team Leader as to the probationary team member’s progression in performance and knowledge.

Existing team members may be assigned to temporary "limited duty" for failure to meet minimum team standards. "Limited duty" may include but not limited to: restricted use of specific team equipment/weapons, tactical roles, or tactical assignments. A temporary "limited duty" assignment can be made as a result of a team member:

- a. Failing to successfully complete firearms qualifications.

- b. Failing to attend two consecutive firearm qualification sessions.
- c. Absences from scheduled training without Team Leader approval.
- d. Failing to obtain necessary officer-level training in the use of team equipment/weapons.
- e. Failing to maintain team minimum standards.

Inability of a team member to correct the reason for a "limited duty" assignment may be cause for removal from the team.





CHAPTER 13

SPECIAL RESPONSE TEAM - EQUIPMENT

13.1 PURPOSE OF SRT EQUIPMENT

This policy on specialized SRT equipment is established to ensure that team equipment is uniform and conforms to established guidelines.

SRT shall strive to secure and maintain individual equipment that meets or exceeds the standards necessary to ensure the safety and success of SRT

13.2 NEED FOR SRT EQUIPMENT

Due to the specialized nature of SRT operations, special equipment is needed to conduct SRT operations.

13.3 CONCEPT OF SRT EQUIPMENT

13.3.1 TEAM MEMBER RESPONSIBILITIES

Each team member has a responsibility for appropriate care and use of team equipment. No team member shall utilize any piece of team equipment for which they have not been fully trained or have not demonstrated knowledge and proficiency with.

Each team member shall assure proper functioning and sight adjustment of any firearm prior to use.

Team members shall wear ballistic body armor during all call-outs and pre-planned tactical operations. Limited exceptions may be approved by the SRT Commander or designated Team Leader, and only when a necessary tactical mission cannot be accomplished while wearing the armor or when potential danger to the affected team member(s) is not excessive.

13.3.2 EXPLOSIVES

Explosives are currently authorized for carry and use by trained SRT members. See Chapter 32 for specifics detailing their use.

13.3.3 BREACHING PROJECTILES

Breaching projectiles, commonly known as "Shock Lock Rounds", shotgun breaching rounds or equivalent, are weapon fired projectiles used to defeat entry point hinges and/or lock mechanisms.

Only team members trained in the use, effects, hazards, and methods of deployment, shall be authorized to utilize breaching projectiles.

The use of breaching projectiles will be based on a mission analysis, assessment of the lock/fortifications of a structure and at the discretion of the Team Leader and assigned Breachers.

13.3.4 LESS LETHAL/SPECIALTY IMPACT MUNITIONS

Refer to MOS 1.3.4

For the purpose of this policy, less lethal and special impact munitions are defined as those which can be fired, launched or otherwise propelled for the purpose of encouraging compliance, overcoming resistance or preventing serious injury without posing a significant potential for causing death. Examples of less lethal projectiles include:

- Foam or rubber batons.
- Rubber pellets.
- Taser
- Launchable wooden dowels.
- Other approved specialty impact munitions.

Only personnel who have successfully completed a SRT approved training class in the proper employment of less lethal munitions will be authorized to deploy them in actual operations. In order to remain authorized to use the less lethal munitions, members will successfully complete a refresher course on an annual basis. All SRT approved training courses will be instructed by personnel who have successfully completed an instructor course and re-certifications as required.

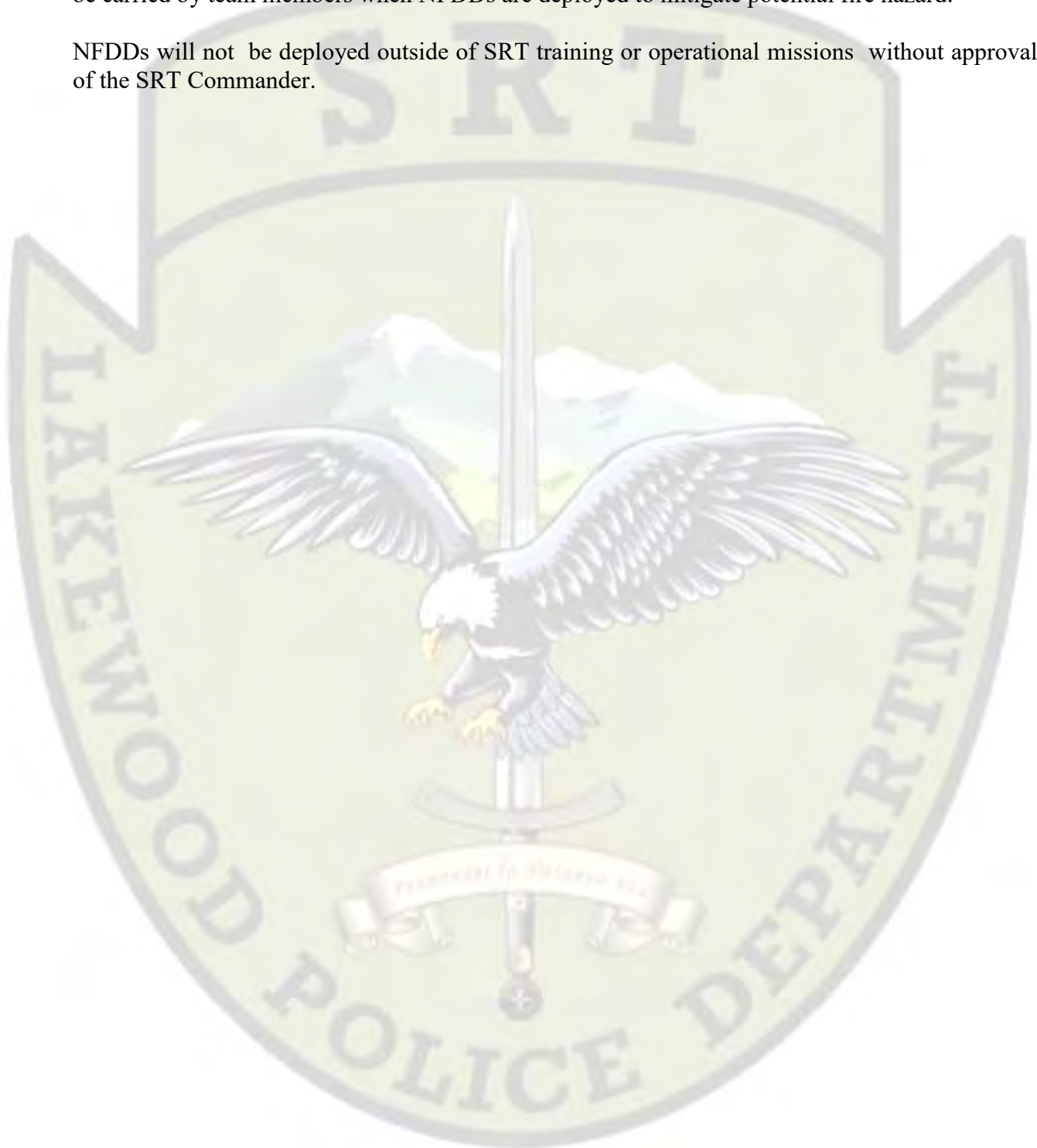
When practicable, the use of Less Lethal Devices will be with the approval of the Tactical Commander.

13.3.5 NOISE FLASH DIVERSIONARY DEVICES

Metro SRT will use Noise Flash Diversionary Devices (NFDD) per training and SOP to gain a tactical advantage. All SRT personnel will be certified yearly on the use of NFDDs. A member of SRT will be designated to record and document the use of NFDDs by team members. Generally, the use of NFDDs will be authorized by the Tactical Commander during mission planning unless an exigent situation arises where the use of an NFDD is necessary to avoid injury to a member or innocent person.

Outside of exigent circumstances, NFDDs will be deployed per training standards and best practice techniques as defined through instructor certifications. Adequate fire suppression equipment will be carried by team members when NFDDs are deployed to mitigate potential fire hazard.

NFDDs will not be deployed outside of SRT training or operational missions without approval of the SRT Commander.



CHAPTER 14

FIREARMS

14.1 PURPOSE OF FIREARMS

A firearms policy is established to govern the use of firearms as they relate to their use and deployment on SRT.

SRT personnel will adhere to the firearms policy of their agency.

Team members shall utilize only those firearms for which they are fully trained and qualified. Members will qualify with their assigned weapons on a semi-annual basis; annual qualifications will include both normal illumination and low-light sessions. Snipers will qualify on a quarterly basis.

14.2 NEED FOR FIREARMS

Due to the need for specialized firearms and increased firearms proficiency for tactical operations, the following policy will be implemented.

All team members shall practice and utilize a sighted method of fire and/or close quarter battle method and/or laser-sited method of fire.

Only department issued ammunition shall be utilized during a tactical activation.

See the SRT Tactics Manual for copies of the SRT qualification courses.

14.3 CONCEPT FIREARMS

14.3.1 HANDGUNS

SRT will conduct bi-annual handgun qualifications for team members, one daylight session and one low-light session. SRT has established handgun qualification standards and will ensure that all team members meet those standards.

This standard is in addition to agency handgun standards for officers assigned as tactical officers with SRT. Team members shall only utilize the make, model, and

caliber of handgun authorized by the department and with which they have successfully qualified.

14.3.2 SNIPER RIFLES

SRT will maintain scoped, precision rifles and appropriate ammunition for use by assigned snipers. Snipers will attend monthly training and quarterly qualification with their assigned rifle. The training and qualification scores will be documented and forwarded to the Tactical Commander for record keeping. The documentation will include but not be limited to:

- Date of training
- Cold shot placement
- Target distances
- External conditions at time of firing
- Notes regarding type of training, drills and accuracy

14.3.3 SUB-MACHINE GUNS

Only qualified team members shall operate sub-machine guns. Qualification will be determined by a firearms instructor.

14.3.4 CARBINE RIFLES

Only qualified team members shall operate carbine rifles.

14.4 NEGLIGENT DISCHARGE

A Negligent Discharge (ND) by a team member, at any time, whether while performing SRT duties or other duties, both on and off shift, will result in the following actions. If the ND did not impact another person, the team member will be immediately placed in a non-deployable status for 30 days and will receive remedial training in the handling of weapons. If the ND impacted another person, the team member will be immediately dismissed with no possibility of return to the team.

Every ND by a team member will be reviewed by SRT Commander to determine the appropriate course of action. Other administrative action may result from agency policy.

14.5 SHOOTING REVIEW BOARD – Refer to MOS 1.3.7

Every intentional discharge of a firearm by a team member during a mission will be reviewed by the SRT Commander. This will normally occur once the criminal investigation and LPD Shooting Review Board have concluded and issued their findings. The review will include the SRT Commander, a Team Leader and a member of SRT chosen by the officer who discharged their weapon.

The Review Board's purpose is to examine a firearms discharge against the unique personnel, tactics, training and equipment considerations inherent in police tactical operations.

The Review Board will forward to the Chief of Police any recommendations regarding training, equipment or tactics that result from the Review Board's findings. The Review Board will also notify the Chief of Police if the facts and circumstances of the incident could affect the member's continuing service with SRT.



CHAPTER 15

SRT - PHYSICAL FITNESS STANDARDS

15.1 PURPOSE OF SRT PHYSICAL FITNESS STANDARDS

To ensure that team members are physically able to perform all essential functions of a tactical officer with SRT.

Physical fitness standards for new members of SRT shall be based upon the SWAT fitness standards as identified by the Washington State Tactical Officers Association (WSTOA) and Washington State Criminal Justice Training Commission (CJTC).

15.2 NEED FOR SRT PHYSICAL FITNESS STANDARDS

Each team member shall maintain a level of physical fitness to ensure that they are capable of completing SRT training and missions. The test is used to determine an “overall” level of fitness.

15.2 PHYSICAL FITNESS STANDARDS

Physical fitness standards for active members will be set by the SRT Commander or designee.

After successfully passing the initial physical fitness requirements, all team members shall complete an annual fitness evaluation. The fitness evaluation will be an agility test. This standard should reflect objective, job related skills such as upper body strength, endurance and coordination. Team members that fail to meet the team’s physical fitness standards during the fitness evaluation will be placed on limited duty until successfully passing the physical fitness test. Team members will have 30-days from the date of the initial test to successfully pass the physical fitness test. Members who fail the second test are subject for review by the team’s command staff and are subject for removal from the team. When a team member fails an event of the fitness evaluation, the second test shall consist of all the events and not only the event previously failed.

Team members who do not attempt the fitness evaluation due to a documented injury will be given sufficient time to prepare for the physical fitness test prior to being required to perform the test. Sufficient time shall be time equal to the amount of time the officer missed work and was on modified duty. Additional

Lakewood SRT

time may be allowed to an officer recovering from an injury if requested in writing, prior to the expiration of the above listed period, but not to exceed 90-days from full return to duty.



CHAPTER 16

SRT - TRAINING

16.1 PURPOSE OF SRT TRAINING

Training for members of SRT members is necessary to prepare SRT officers to operate safely and effectively during police tactical operations.

16.2 NEED FOR SRT TRAINING

Due to the limited time available for SRT training, the complicated nature of tactical operations, and the potential consequences for the actions of an untrained team member, it is imperative that all team members attend every scheduled SRT training session.

16.3 CONCEPT OF SWAT TRAINING

Each new team member assigned to the team shall attend a Washington State Criminal Justice Training Commission certified Basic SWAT course and/or State certified equivalent, as soon as possible after assignment. Newly assigned team members shall only be utilized in a limited capacity until completion of Basic SWAT.

SRT Team Leaders shall insure that team members have received documented user training for their assigned weapons, chemical agents, less lethal systems and diversion devices.

SRT will determine the type, make, model, and caliber of firearm to be utilized by its team members. SRT will complete a specifically designed firearm qualification course for each of their assigned weapons. The Team Leaders will prepare a yearly training calendar and present it to the SRT Commander for approval.

Training outlines will be prepared and forwarded to the SRT Commander before each training session. Training Reports will be submitted to the SRT Commander for review and approval after each training session by SRT, CNT or other specialty teams within SRT (snipers, breachers, etc).

Lakewood - Special Response Team

Attendance Roster/Training Synopsis

Training:

Date:

Lead Instructor:

Name	Weapon System

SYNOPSIS OF TRAINING:

OVERALL:

Lakewood SRT

AREAS TO SUSTAIN:

AREAS FOR IMPROVEMENT:



CHAPTER 17

SRT - TRAINING SAFETY

17.1 PURPOSE OF SRT TRAINING SAFETY

To provide SRT members with guidance which will govern how the team trains with certain equipment, role players, and duty weapons.

17.2 NEED FOR SRT TRAINING SAFETY

SRT endeavors to provide training for its members that is realistic and reflective of best practices.. It is imperative that the team takes active measures to ensure the safety of role players, team members, and observers during training. The following guidelines will be *strictly enforced* and any team member found violating these rules will stand down for the remainder of the training day. In addition, team members who willfully ignore these rules and/or are repeat offenders will be considered for removal from the team.

17.3 CONCEPT OF SRT TRAINING SAFETY

These rules are enforceable by any team member and should be brought to the attention of the team leaders and team commanders immediately. These rules will be broken into categories.

17.3.1 WEAPONS

Prior to using duty weapons for any scenario, role playing, or other assignment, a designated safety officer who is familiar with all of the weapons present will conduct a weapons check. The safety officer will be responsible for the weapons check for the entire training day. The weapons check will consist of checking each officer's primary and secondary weapon to ensure that the weapon is incapable of firing and/or loading a live round. This can be accomplished by:

- Specially converted training weapons
- Non-lethal training ammunition
- Use of conversion bolts
- Installing magazine blocks, chamber checkers or barrel flags

The weapons check will be conducted prior to the start of training and after any break in training such as lunch or classroom instruction. In addition to checking the team weapons, team members will also be checked to ensure that they have removed ***ALL*** live ammunition from their magazine pouches, tactical vests, pockets, etc. No firearms capable of firing a live round will be permitted during role playing scenarios.

17.3.2 NON-LETHAL MARKING CARTRIDGES

When the team uses non-lethal training ammunition-marking cartridges as part of the training, team members and all participants, whether actively involved or evaluating training will be required to wear adequate eye and ear canal protection. This can be a helmet with face shields or goggles appropriate for force on force training. The officer in charge of training, safety officer or team leaders are responsible for ensuring that proper PPE is worn during training.

17.4. ROLE PLAYERS

When role players are used for scenario or entry training they will be given specific safety instructions by the training cadre. . If the training requires the use of defensive tactics, the role player will be outfitted with appropriate protective gear, i.e. “Fist” or “Red Man” protective, padded suit. This does not include defensive tactics training that is not incorporated into role-playing scenarios.

The officer responsible the training scenarios will brief role players of the training and safety expectations. The role player will also be checked for any weapons by the designated safety officer prior to the start of training.

Only role players capable of following instructions and willing to strictly comply with safety restrictions will be allowed to participate in SRT for the safety of all persons involved. Role players will be provided with proper PPE.

17.5 LIVE FIRE TRAINING

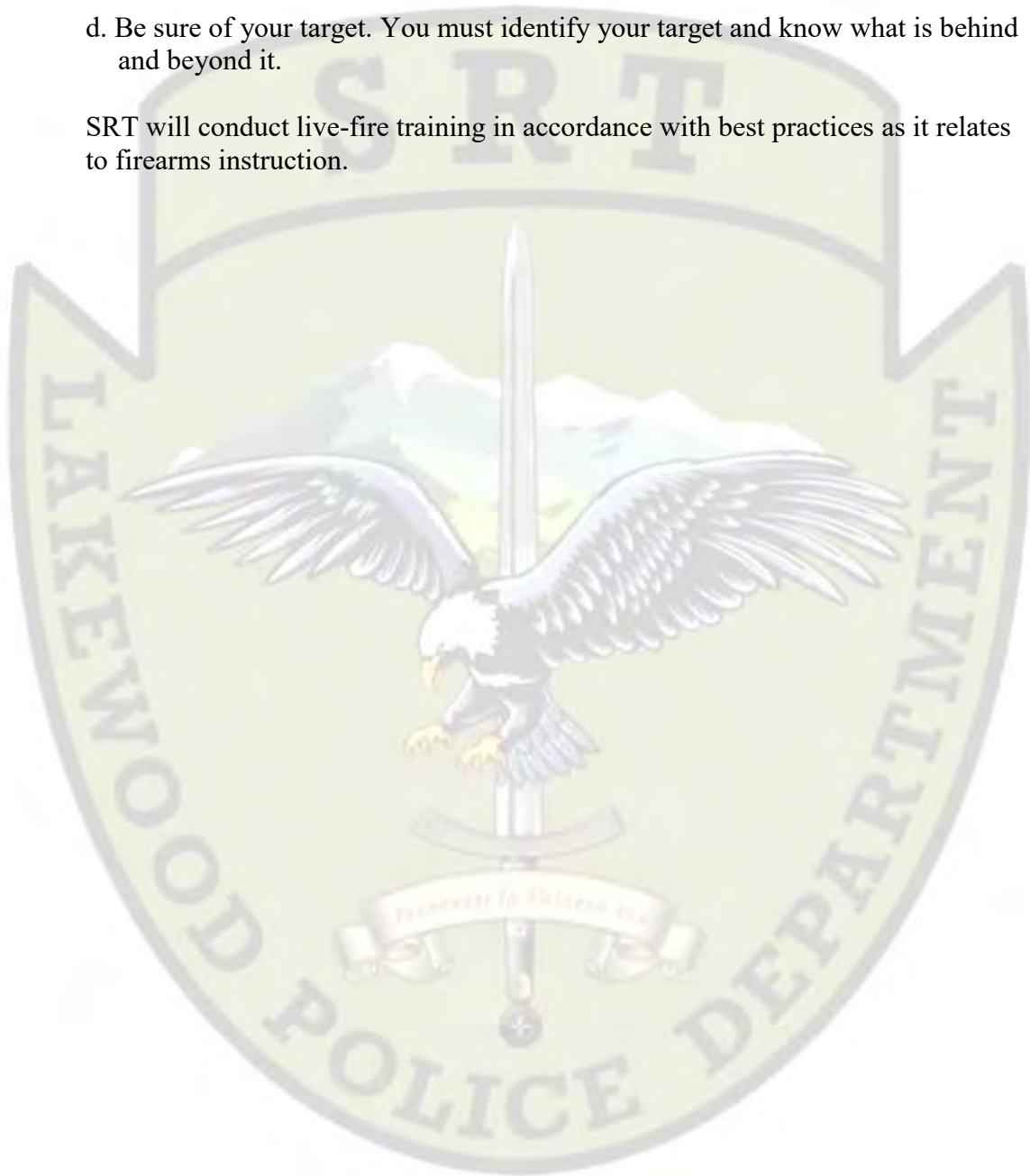
When conducting live fire training team members will follow the Four Universal Safety Rules. These Rules will be followed whether the team is conducting static drills or live fire entries.

The four universal safety rules are:

- a. Treat all guns as if they are always loaded.

- b. Never point your muzzle at anything you are not willing to destroy.
- c. Keep your finger off of the trigger until your sights are on target and you are ready to shoot.
- d. Be sure of your target. You must identify your target and know what is behind and beyond it.

SRT will conduct live-fire training in accordance with best practices as it relates to firearms instruction.



CHAPTER 18

SRT - RECORDS

18.1 PURPOSE OF SRT RECORDS

SRT will maintain all records pertaining to training, call-outs, planned actions, firearms qualifications, physical fitness, and team equipment.

18.2 NEED FOR SRT RECORDS

SRT must have access to records to successfully plan missions and training. This can only be accomplished if the information needed is stored in a central location rather than dispersed amongst divisions of the department.

Training and mission records will be stored and retained per Washington State Law.

18.3 CONCEPT OF SRT RECORDS

18.3.1 TRAINING

Training Reports will be completed by the Team Leaders or training coordinator for a particular training day/event and submitted to the SRT Commander. Reports will include a summary of training and attendance. Team Leaders shall verify that officers are utilizing only the specialized SRT equipment for which sufficient documented training is recorded.

18.3.2 UNIT ACTIVITY

The SRT Commander shall prepare team activity reports as necessary and distribute a copy to the SRT Command Liaison and Chief of Police.

At the conclusion of any team activation, the SRT Commander or acting Tactical Commander for that operation shall complete an After Action Report and forward it to the SRT Command Liaison and Chief of Police. All team members will complete their after action report and submit it to the SRT Commander as directed.

18.3.3 ANNUAL EVALUATIONS

All non-probationary team members will receive written evaluations on an annual basis. Team members' evaluations will be completed by their assigned Team Leader. The SRT Commander shall complete evaluations of the Team Leaders assigned to SRT and CNT. All evaluations will be kept with the other records.

18.4 SRT COMMANDER

The SRT Commander shall oversee the maintenance of a records system of team activities, including: in-service training, training outlines, firearms qualification scores, physical fitness evaluations, After Action Reports, Operation Orders and pertinent correspondence related to the operation of SRT.

SRT **Team Member Evaluation**

Officer's Name _____ Date appointed to team _____

Date(s) covered for this evaluation _____

	<u>Acceptable / Needs Improvement / Not Observed</u>		
Attitude & attentiveness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Equipment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Firearms skill	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Judgment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Physical fitness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SOP - team tactics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

COMMENTS

Lakewood SRT

Evaluation done by _____

Officer's initials _____ Date _____



CHAPTER 19

SRT - VERBAL COMMANDS and HAND SIGNALS

19.1 PURPOSE OF VERBAL COMMANDS & HAND SIGNALS

To provide SRT member with a standard set of verbal commands and hand signals for frequently occurring situations, such as reloading, entering and leaving rooms.

19.2 NEED FOR VERBAL COMMANDS & HAND SIGNALS

To prevent confusion amongst team members during critical incidents. By setting forth standard verbiage and hand signals, all team members will understand exactly what is being communicated and what they should do to respond immediately.

19.3 CONCEPT OF VERBAL COMMANDS & HAND SIGNALS

Team members need to be able to communicate effectively while being clear and concise as to what they need or what they have accomplished. Standard verbal commands will be used by all team members whenever feasible. It should be noted that some of the verbal commands will be accompanied by hand signals or physical touching to ensure that the command has been heard and that the officer giving the command has been acknowledged.

Verbal and non-verbal communication techniques used by SRT are incorporated into SRT's Tactics Manual

CHAPTER 20

SRT - SCOUTING

20.1 PURPOSE OF SCOUTING

To provide SRT officers with general guidelines as to how the team will survey a possible site for tactical deployment. Each site and circumstance will be different; however several principles of gathering information will apply to all sites.

20.2 NEED FOR SCOUTING

In order for the SRT Commander and Team Leaders to establish a viable plan they must have certain intelligence concerning the structure that a suspect may be located in. The scout survey is used to identify elements and physical hazards of a site and accurately document them for future use. The survey should contain pertinent information that is easy to read and provide an overview as well as specific information concerning the location. It should be complete, concise and easily understood.

20.3 CONCEPT OF SCOUTING

20.3.1 For concepts of scouting, see the SRT Tactics Manual.

CHAPTER 21

SRT - SNIPER

21.1 PURPOSE OF SNIPER POLICY

To provide SRT snipers with basic information and requirements of their position.

21.2 NEED FOR SNIPER TEAMS

During police tactical operations where negotiations fail and the hostage/s life is in danger, the sniper option may be the safest and if possible, first choice to resolve a hostage crisis. During tactical operations, sniper teams will be deployed by the SRT Commander or Team Leader(s).

The sniper team forms the eyes and ears of a tactical team. It is placed in a position to gather intelligence and engage a target if necessary. The sniper team is a unique 2-person position that requires committed and well-trained tactical members.

The sniper team may have “eyes on” the suspect and/or location before other tactical team members. They must understand that they have the authority of a peace officer, and may deploy deadly force when necessary without the immediate approval of a superior.

21.3 CONCEPT AND DUTIES OF SNIPER TEAMS

The sniper team should be well equipped and highly trained. Team members willing to be snipers should meet strict guidelines to ensure that they are suitable for the position. Information obtained by the sniper team can be the foundation on which the team leader begins to formulate a plan of action.

The sniper and the observer form a team that has trained and worked together to perfect their marksmanship and observation skills. It is critical for these two tactical team members to function on their own with little supervision since they will be assigned on post for many hours with limited radio contact. They may also be called upon to rapidly deploy, and neutralize a threat when there is an immediate threat to a hostage or other innocent person. The sniper and observer positions are interchangeable. During deployment, the two may rotate positions but should be deployed as a team.

21.4 TACTICAL DISARMAMENT

Tactical Disarmament – defined: The application of precision gunfire against a firearm or other weapon carried by a suspect, in an attempt to destroy that weapon

or render it inoperable, when the use of deadly force against the suspect would otherwise be unwarranted, unreasonable or unnecessary.

Due to the inherent risks of tactical disarmament - shrapnel from the damaged firearm, sympathetic detonation of ammunition in the weapon, serious injury to the suspect - it is not an authorized use of deadly force against inanimate objects for SRT officers.

If deadly force against a suspect is indeed reasonable and necessary, and the suspect's weapon is the only available target, officers may use their discretion in using deadly force against the suspect's weapon.

Aimed gunfire that unintentionally strikes suspect's firearm will not be considered to be tactical disarmament.

21.5 COMMUNICATION WITH TEAM

Sniper Teams and Perimeter Teams will be designated by the side of the structure they are covering. i.e... A sniper team on the 1 side of a structure should be called, "Sierra 1". A Perimeter team covering the 3 side will be called, "Paul 3".

Sniper teams and perimeter units will coordinate with other officers for movement around the target location or crisis site. See the SRT Tactics Manual for "Action Language" communication matrix.

In some situations a sniper or perimeter unit must use deadly force to prevent the loss of life; the unit(s) using deadly force will give a report. The report should include at a minimum the unit designator followed by "Shot Out, Bolt Up". The command of "bolt up" notifies the entry team that it is safe to enter. If the entry team hears for example, "Sierra 1 shot out" with no other command, the entry team will hold and ask the unit for a "Status". The command of "Status" is used to clarify the suspect's condition and if it is safe to enter.

21.6 SNIPER SELECTION

Snipers will be assigned only after serving at least a year as a member of the entry team. This allows sniper candidates to achieve a full understanding of entry team duties. If a member wishing to be a sniper does not have a year on, he/she must have a letter of endorsement from the Team Leader or SRT Commander stating that the applicant has adequate proficiency of entry tactics and is ready for the sniper team assignment.

CHAPTER 22

SRT - HOSTAGE RESCUE

22.1 PURPOSE FOR HOSTAGE RESCUE

This section will introduce the tactical officer to the stronghold option in hostage rescue tactics, including room clearing, individual team member responsibilities, and advanced clearing techniques.

22.2 NEED FOR HOSTAGE RESCUE

These tactics separate a special weapons team from conventional tactics used by patrol and/or detectives. In order for SRT to be proficient with these techniques, maintenance training should occur frequently.

22.3 COMMAND RESPONSIBILITIES

The Incident Commander and SRT/Tactical Commander must coordinate and communicate to successfully resolve a hostage rescue incident. Command considerations may include:

1. Emergency Response Plan
2. Crisis Negotiations Plan
3. Establishment of a Command Post
4. Developing a deliberate rescue plan

22.4 COMMUNICATIONS

22.4.1

Team members will communicate with the Tactical Commander to update them as to any change in status of any hostages. Plain language will be used to update command as to the status of any hostage. The phrase **"All Hostages Secure"** will be used upon locating and safeguarding hostages in the event of a deliberate or emergency rescue operation.

22.4.2

In the event an emergency response is necessary, the team should use the following phrases to communicate between Tactical Command and Team Leaders:

- a. Emergency Rescue: If the SRT/Tactical Commander becomes aware that a hostage or other citizen is in imminent danger of substantial bodily injury or death, the SRT/Tactical Commander will use the phrase; "Tactical Command to the Team; Rescue. Rescue. Rescue".

The Team Leader will be responsible for initiating the rescue by a countdown appropriate to the circumstances.

- b. If a Team Leader becomes aware that a hostage or other citizen is in imminent danger of substantial bodily injury or death, it is recognized that there may not be time to request a rescue authorization from Tactical Command. In these circumstances, the Team Leader is authorized Rescue Authority based on their reasonable beliefs. The Team Leader will notify Tactical Command with the phrase “*Name*, to Command, Rescue. Rescue. Rescue.” followed by countdown appropriate to the circumstances.
- c. Deliberate Rescue: When a planned, deliberate rescue is necessary, the SRT/Tactical Commander will notify the Team, “This is the Commander, Prepare for Deliberate Rescue”. The Team Leader will ensure all elements are prepared and notify the SRT/Tactical Commander. Once the SRT/Tactical Commander is aware the team is prepared, the Team Leader will be authorized to initiate a countdown appropriate to the circumstances.

CHAPTER 23

SRT - VEHICLE OPTIONS

23.1 PURPOSE OF VEHICLE OPTIONS

To provide SRT members with general guidelines on the proper methods for stopping a dangerous suspect or hostage taker from fleeing a scene in a vehicle.

23.2 NEED FOR VEHICLE OPTIONS

The vehicle takedown option is considered by many to be the second best option when confronted with a hostage rescue scenario. When a hostage(s) and hostage taker are secreted inside a structure (stronghold), it is difficult or impossible to observe movement. The vehicle option is preferred over the stronghold option because the hostage taker has the temporary disadvantage of being in a vulnerable or exposed position. This could enable an open-air resolution (sniper) if the suspect stays exposed. If not, the vehicle option is a quick, controlled method of stopping the suspect without causing undue risk to the hostages. By letting the hostage taker escape with the hostage(s), they are in more danger than they would be by executing a well-rehearsed vehicle option.

23.3 CONCEPT OF VEHICLE OPTIONS

27.3.1. Suspect Vehicle Escape

This option should be considered well in advance. In almost all hostage scenarios, the hostage taker will at some point want to escape. Some mode of transportation will probably be requested. Have negotiators attempt to talk the suspect into the smallest vehicle possible. A hostage taker will be less mobile in a crowded environment and smaller vehicles are easier to control than large ones.

- a) If deadly force criteria have been met, then the open-air option may be the safest, most effective resolution to this type of incident.

23.3.2 Vehicle Types

SRT should develop SOPs that address the difference in tactics that various vehicles types dictate. Vehicle types may range from compact-to mid-size passenger cars, vans, trucks, buses and even trains.

23.4 SRT TEAM MEMBER RESPONSIBILITY

SRT members will familiarize themselves with the Tactics Manual chapters detailing the SOPs for SRT vehicle tactics.



CHAPTER 24

SRT - IMMEDIATE ACTION DRILLS

24.1 PURPOSE OF IMMEDIATE ACTION DRILLS

Team Member should be provided with pre-planned responses to aggressive actions by a suspect. This policy is not meant to cover every scenario, rather it is meant to give the team members options should they encounter these situations. The team members may deviate as the situation dictates and/or at the Team Leader's direction.

24.2 NEED FOR IMMEDIATE ACTION DRILLS

When confronted with violent situations it is essential that the team respond immediately in an effort to limit a suspect's ability to kill or harm team members or civilians. Since time is critical at these moments, pre-planned actions are required in order to ensure that the threat is handled appropriately and decisively.

24.3. CONCEPT OF IMMEDIATE ACTION DRILLS (IAD)

24.3.1 Planning

Immediate Actions Drills should be planned and briefed as part of the operations order. See SRT's Tactics Manual for IAD Tactics.

- a. Discuss IAD's during the briefing and describe potential escape routes, positions of cover at the target location, down officer safe area, etc.

24.3.2 IAD on approach

- a. Dedicate cover officers to watch the entry teams approach to the target. Cover officers should fill in the gaps where snipers cannot see or cover due to dead space, foliage, or obstacles. These cover officers will generally deploy with or just before the entry team.
- b. The entry team will provide their own 360-degree security as they approach. In essence, the team has provided a three-pronged security blanket if snipers, cover officers, and entry members are all doing their job.
- c. If the team is fired upon, the officer who is responsible for covering the window/door where the firing came from will immediately engage the

target with lethal force. The engagement will be aggressive and hopefully decisive.

- d. The rest of the team should pause during the firing and maintain cover on their assigned area of responsibility.
- e. The team leader will make a quick assessment of the situation and determine if the team should retreat or advance to the target. This process will be done quickly and will include, but is not limited to consideration of the following:
 - ◆ Mission
 - ◆ Availability of cover
 - ◆ Down officer
 - ◆ Down suspect
 - ◆ Suspect weapon
- f. If an officer goes down as a result of the suspect's gunfire, the first officer to see the officer should announce loudly **"OFFICER DOWN"**. The two officers closest to the down officer should move to extract the down officer. No extraction should take place until the team leader orders it to occur.
- g. The team leader will make the decision to extract or advance based on the same criteria outlined in "e".
- h. If the team leader is the officer who is down, the nearest officer should announce **"TEAM LEADER DOWN"**. That officer should immediately make the decision to extract the T/L or advance on the target based on the criteria in "e".
- i. If the team is ordered to withdraw, all members will move to positions of cover. Once the team is behind cover, the T/L will determine if the team should continue to extract to a designated rally point for a head count or remain in their positions for a barricaded subject.

24.3.3 IAD inside the structure

- a. Upon receiving fire from a suspect while inside the structure, the team member who recognizes where the firing came from will immediately and aggressively return fire.
- b. Team members will pause momentarily and cover threats
- c. The team leader or his/her designee will make the decision to advance, hold ground, or retreat from the structure. This decision will be made quickly and will be based on, but not limited to the following criteria:

- ◆ Mission
 - ◆ Officer down
 - ◆ Suspect down
 - ◆ Suspect weapon
 - ◆ Sphere of control over team members (Have they already moved to areas of the house where recall would be impossible)
- d. If an officer goes down inside the structure, the first two team members who see this occur should announce “OFFICER DOWN”. Those officers should step over the down officer and aggressively engage the suspect. The next two officers should move up to extract the down officer to a safe position inside the house unless otherwise ordered by the Team Leader.
- e. **At all times**, prior to leaving the structure the team leader or designee will conduct a head count to ensure that all team members are accounted for and no one is left behind.

24.3.4 Perimeter Officer Down

Address the threat and/or extract the injured officer from the immediate danger area. All other officers will clear their immediate area of responsibility and hold. Be prepared to assist with an officer rescue. Communicate the situation to the team.

24.3.5 Suspect Down

Engaging officer covers the suspect while cover officer continues to clear and make the area safe. Advise team verbally and over radio as soon as possible. All other officers will clear their immediate area of responsibility and hold until the Team Leader announces further course of action. Once the suspect is handcuffed, the Team Leader will call Medics up to treat when the situation allows.

24.3.6 Shots Fired by Perimeter Teams:

Communicate pertinent information (location of suspect, description of suspect, and status of suspect) over radio. Officers will clear their immediate area of responsibility and hold until the Team Leader announces further course of action.

24.3.7 Running Suspect

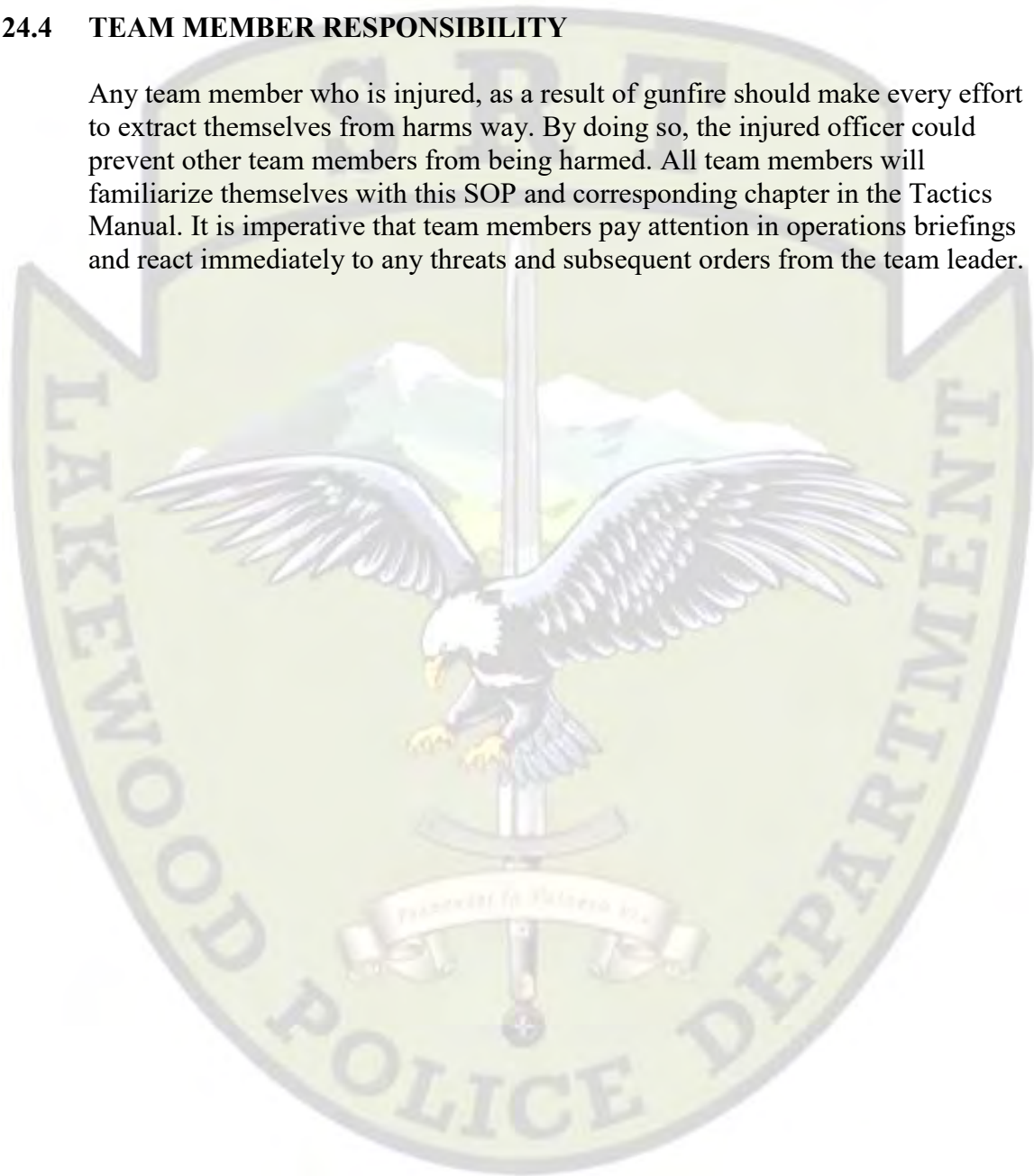
When inside, do not chase unless very close and you can control the suspect. Advise direction of travel and suspect description, and continue to cover the suspect’s last known location. If outside, K-9 or perimeter teams will handle.

24.3.8 Children and Elderly Persons

Use verbal commands and physical presence to control if possible.

24.4 TEAM MEMBER RESPONSIBILITY

Any team member who is injured, as a result of gunfire should make every effort to extract themselves from harms way. By doing so, the injured officer could prevent other team members from being harmed. All team members will familiarize themselves with this SOP and corresponding chapter in the Tactics Manual. It is imperative that team members pay attention in operations briefings and react immediately to any threats and subsequent orders from the team leader.



CHAPTER 25

SRT – RESCUE VEHICLE OPERATIONS

25.1 PURPOSE OF RESCUE VEHICLE USE CRITERIA

To provide team leaders with a pre-planned criteria of for the use of special vehicles, to include armored rescue vehicles and establish an operational guide for their appropriate use.

25.2 NEED FOR RESCUE VEHICLE USE CRITERIA

When confronted with violent situations it is essential that the team utilize the protective qualities of a armored rescue vehicle. Appropriate response with this vehicle type limits a suspect's ability to kill or harm team members through direct fire weapons.

25.3 CONCEPT OF RESCUE VEHICLEUSE CRITERIA

29.3.1 Planning

Rescue vehicles with ballistic armor will be considered as an extension of tactical officers' ballistic protection. Other vehicles such as breaching trucks and patrol vehicles will not be considered to have ballistic protection. Rescue vehicles provide mobile cover from most handgun and rifle rounds. The known/assumed weapons of an assailant(s) shall be a primary factor in the Team Leader's choice of vehicles and when to request additional armor from an outside agency.

Team leaders shall plan to the utilize rescue vehicles in accordance with the perceived threat of the situation. This perception is based on the facts and intelligence known to the officers at the time of the situation as well as their reasonable assumptions based on the above facts and intelligence.

25.3.2 Deployment:

- a. Only qualified and trained drivers shall drive rescue vehicles during operations. Unqualified drivers, only under the immediate supervision of a qualified SRT driver-trainer may drive the vehicles during training.

25.3.3 Driver Qualification:

- a. Driver training shall include hands on orientation to each vehicle and successful completion of driver orientation and training. This training should consist of the following:

1. Physically driving the vehicles
2. Maneuvering the vehicles through a series of obstacles
3. Backing the vehicles
4. Diminishing clearance drill
5. Turning the vehicles around

In addition to the skills portion, operators will have basic equipment operational familiarization and mechanical check to include:

- Fuel requirements/level
-
-
- Heater/air conditioning
- Radio
- Lighting equipment (headlights, brake lights, turn signals)
- Emergency lights
- Siren/PA
- Spot light
- Door latches
- Wipers
- Tires (inflation, sidewall inspection,)
- Thermal/Video system
- Equipment storage and access
- Turret Operation

- b. Driver qualification shall include the above training and approval by the officer's team leader that a satisfactory level of driver competence has been reached prior to assignment

Chapter 26

SRT - CRISIS NEGOTIATIONS TEAM

26.1 CNT PURPOSE

The SRT Crisis Negotiations Team is responsible for communicating with and collecting intelligence regarding subjects, who may be barricaded, involved in suicidal situations and/or in the taking of hostages. The team is comprised of trained Crisis Negotiators from various Pierce County law enforcement agencies working together towards a peaceful resolution in a volatile incident.

- A. The purpose of the Negotiation Process is to save lives and to resolve crisis and/or critical incidents while attempting to avoid unnecessary risk to officers, citizens, victims, and subjects.
- B. The application of Crisis Negotiation skills has consistently proven to be law enforcement's most risk effective method to achieve the desired outcomes in crisis and/or critical incidents.

26.2 CNT NEED

Statistics overwhelming show that negotiators end a majority of tactical police missions peacefully. The need is clearly established to have a team of highly trained individuals who are capable of dealing with dynamic, high stress situations. ~~while still focusing on the needs of the SWAT Team.~~

- A. The method by which any crisis and/or critical incident is resolved is ultimately determined by the subject's behavior.
- B. However, standards of acceptability require law enforcement/correctional agencies undertake all reasonable efforts to obtain a nonviolent resolution.
- C. Negotiation defusing skills represent law enforcement's/correctional's most successful tool (80.5% resolved without injury per FBI's Hostage and Barricade Database System [here in referred to as HOBAS] October 2018)

26.3 TEAM ORGANIZATION

The team operates under the direction of the SRT Commander. The team is composed of the following members:

Roles which these responders may fill include but are not limited to:

1. Team leader
2. Primary negotiator
3. Secondary/Negotiation coach
4. Intelligence
5. Scribe
8. Technical equipment officer
9. Mental health professional consultant (when needed)

Should the need for additional personnel arise, a mutual aid request can be made to other law enforcement agency having trained crisis negotiators.

~~The **NEGOTIATIONS TEAM LEADER** will direct the team.~~

~~The first qualified negotiator on the scene will be the **PRIMARY** negotiator.~~

~~The second negotiator on the scene will become the **SECONDARY** negotiator. He/she will assist the **PRIMARY** in the negotiation process and become a relief negotiator should it be necessary.~~

~~The third negotiator on the scene will be the **INTELLIGENCE OFFICER**. He/she will maintain the CNT time line, and will also serve as a relief negotiator if needed. The intelligence officer may also collect information and background as necessary.~~

~~The fourth negotiator on the scene will be the **NEGOTIATIONS LIAISON**. He/she will coordinate operations between negotiators, command post and investigators. The liaison position may be filled by the Crisis Negotiations Team Leader.~~

~~As needed, negotiators arriving on scene will be assigned as **INVESTIGATORS**. He/she will conduct interviews, gather intelligence, write search/arrest warrants, de-brief hostages, and can be utilized as part of any logistical support.~~

~~Should the need for additional personnel arise, a mutual aid request can be made to other law enforcement agency having trained crisis negotiators.~~

26.4 CRISIS NEGOTIATIONS DUTIES AND RESPONSIBILITIES

The negotiation process is delicate and requires sensitivity by all officers involved, but especially by negotiators. Because incidents vary and might require

unique responses, negotiators must possess the ability to adapt to varying personalities and circumstances. Therefore, designing specific negotiation procedures and responsibilities are difficult to formulate. The basic functions of the negotiators are as follows:

- a. Establish and maintain dialogue with suspects or hostages.
- b. Develop rapport with subject by utilizing negotiation, persuasion and problem solving techniques to reduce anxiety and strive for peaceful resolution rather than a tactical response.
- c. Gather intelligence through conversations and interviews with suspects, hostages, witnesses, and immediate family members, other relatives, friends, neighbors, etc. This information is to be shared with negotiators and the command post.
- d. Attempt to evaluate the physical, mental and emotional conditions of suspect(s) and hostages connected with the operation.
- e. Arrange for and instruct suspect(s) and hostages on the exact details of how surrender or release will be performed as coordinated with the SWAT Tactical Commander.
- ~~f. Negotiators may function as perimeter team or command post security if the mission does not need negotiators. These duties will be at the Incident Commander's discretion provided that the negotiators are current on training for those duties and they have received their parent agency's authorization.~~
- g. The duties of specific negotiators may include all or portions of the responsibility as outlined.

26.5 DUTIES AND RESPONSIBILITIES OF SPECIFIC CRISIS NEGOTIATORS

NEGOTIATIONS TEAM LEADER

- a. Direct and manage the team.
- b. Assure the necessary personnel respond.
- c. Assure the necessary equipment is transported to the scene.
- d. Obtain a briefing and select a site for negotiations free from unnecessary distractions with the approval of the SWAT Tactical Commander.
- e. Coordinate activities with the SWAT Tactical Commander regarding the benefits and/or detrimental affects disrupting utilities.
- f. Keep the SWAT Tactical Commander apprised of significant developments and periodic updates.
- g. Prepare and coordinate quarterly CNT training.
- h. Facilitate efforts between the negotiators and Command Post.
- i. Relay information from investigators to the negotiators and Command Post..
- j. the negotiation team leader should be seen as a critical advisor and have direct access to the Incident Commander during an operation.
- k. For balanced decision making, the negotiation team's input should be independent of, yet equal to, that of the tactical team.

PRIMARY NEGOTIATOR

- a. Establish and maintain communications.
- b. Build rapport with subject.
- c. Develop intelligence.
- d. Negotiate for a peaceful resolution of the incident.

SECONDARY NEGOTIATOR

- a. Monitor negotiations.
- b. Back-up negotiator.
- c. Assist PRIMARY negotiator:
 - i. Categorizing intelligence obtained from suspects and/or hostages, and forward information to intelligence officer;
 - ii. Aid PRIMARY negotiator in formulating questions, responses and negotiation approached to use with suspect, etc.

~~INTELLIGENCE OFFICER SCRIBE~~

- a. Maintain critical data board on all gathered intelligence.
- b. Keep a summary log of negotiation process.
- c. ~~Facilitate efforts between negotiators and the NEGOTIATIONS LIAISON.~~
- d. Provide relief for other NEGOTIATORS if necessary.
- e. Function as an information gatherer.

~~NEGOTIATIONS LIAISON~~

- a. ~~Facilitate efforts between the negotiators and Command Post.~~
- b. ~~Relay information from investigators to the negotiators and Command Post.~~
- c. ~~Provide relief to the INTELLIGENCE OFFICER or NEGOTIATORS.~~

INVESTIGATORS

- a. Interview witnesses
- b. Run criminal history
- c. Check social medial platforms
- b. Complete other investigatory assignments.
- c. ~~Resource person for negotiators.~~
- d. Forward intelligence to ~~NEGOTIATIONS LIAISON~~. Team leader
- e. Other responsibilities as needed and directed by the on scene incident commander or tactical operations commander.

26.6 SELECTION OF CRISIS NEGOTIATORS

- a. Recommendation by supervisor or agency head.
- b. Letter of interest submitted to the SRT Commander and CNT Team Leader.
- c. Three years of current police experience (this qualification may be waived depending on prior experience, knowledge, skills and ability).
- d. Review of officer's background.
- e. Oral board consisting of Crisis Negotiations Team Leader, SRT Commander, SRT Team Leader, CNT or SRT Team Members as designated.

- f. Practical scenario assessment

Desirable traits

- a. Ability to adapt to changing situations under extreme stress.
- b. Ability to remain calm during extreme stress situations.
- c. Ability to effectively communicate with a wide range of personalities and ethnic backgrounds.
- d. Demonstrated ability to make good decisions under pressure. Ability to work long periods of time under stressful situations. Ability to demonstrate team cohesiveness.
- e. Commitment to the team.
- f. Excellent interpersonal communication skills

30.7 TRAINING

Each negotiator selected for the Crisis Negotiations Team will attend a basic 40 hour hostage negotiation course ~~recognized by the Washington State Criminal Justice Training Commission~~ and mandatory quarterly CNT training ~~prior to acting as a~~ **PRIMARY NEGOTIATOR**. In addition the following training is highly recommended:

- a. Monthly SWAT training to gain familiarity and to integrate with team tactics.
- b. Advanced Crisis Negotiations training (FBI Academy, Quantico, VA).
- c. Hostage Negotiator's annual seminar.
- d. Other training opportunities as they become available.
- e. ~~Negotiators will be required to have at least 40 hours of Crisis Negotiation's Training per year to remain an active negotiator on Metro SWAT.~~ HNT members will be required to have 10 hours of mandatory quarterly training for a minimum total of 40 hours per year in Crisis Negotiations to remain an active negotiator

30.8 Equipment

- a. Department authorized firearm.
- b. Vehicle specifically dedicated for HNT members.
- c. Secondary body armor, helmet, eye protection.
- d. Bull horn.
- e. Throw phone capable of being introduced into a barricaded area.
- f. Hailer.
- g. Critical data board.
- h. Administrative supplies.
- i. Personal needs for extended operations.
- J. Cellular device capable of voice, data text, and video.
- K. An internet capable-device with the ability to run social media applications.

CHAPTER 27

SRT – TACTICAL K-9

31.1 PURPOSE OF THE TACTICAL K-9 TEAM

The integration of police service dog teams (canine, K-9) into the SRT environment has become commonplace in many areas of the United States. Tactical teams are successfully using canine teams as an additional tool in certain high- risk situations. However, increased usage of these teams has emphasized the need for developing policy in this important area.

The purpose of this suggested policy is to establish minimum training standards for both K-9 and SRT.

31.2 NEED FOR TACTICAL K-9

Due to the need to utilize all of the tools available to SRT, adding canine teams for another apprehension/searching tool is imperative to the success of the team.

31.3 SELECTION CRITERIA

A K-9 team (handler and dog) is not selected solely on the experience of the dog and or handler. An assessment will determine the suitability of K-9 teams for selection. The assessment will be conducted by senior team members and leaders as well as the master trainer of the Metro K-9 unit.

The Police Service Dog (PSD) itself should be able to perform most of the following functions:

- Dog must be experienced and will engage a suspect.
- Dog must be confident working in various environments (dark, confined spaces, slick floors)
- Dog must not show aggression towards team members or show signs of self-rewarding under stress.
- Able to work independently of the handler, i.e. search without being in visual contact of handler.
- Able to work off voice, light-source or hand commands when needed.
- Able to “down” at a distance from the handler and stay there to hold an un-cleared area or hazard.

- Limit its barking on approach or during team movement
- Ride in armored vehicles in and around team members (may be muzzled).
- Able to ride in standard vehicles around other team members for covert deployments.
- Able to function appropriately around loud noises such as gunfire, NFDD deployments, glass breakage, etc.

The handler should possess the following traits:

- Good tactical skills and basic knowledge of tactical concepts.
- Good officer safety skills.
- Able to employ deployment decisions that are different than routine patrol deployments.
- Good team-member skills and able to work amongst a large group.
- Able to recall dog from a distance (with or without ECD.)
- Able to give voice, light-source or hand commands to control dog.
- Willingness to participate in a SWAT physical agility test.

31.4 TRAINING OF TACTICAL K-9

Newly selected K-9 teams will attend SWAT Basic to learn the basics of tactical deployment, equipment, K-9 functions and other pertinent information.

SRT K-9 teams will attend at least one training day a quarter after an initial two-day orientation with the team. K-9 handlers will attend SRT firearms with their K-9 partners twice a year.

SRT K-9 teams will also attend any scenario-based training deemed necessary by the SRT Team Leader and SRT Commander.

31.5 CORE COMPETENCIES FOR K-9 TEAMS AND SRT

- Team and stealth movement techniques (tactical obedience)
- Team approach to objective
- Team entry into objective
- Directed and non-directed tactical searches
- Confined space and limited access insertion and extraction
- Limited access search (confined spaces, attics, crawl spaces, vehicle interiors, etc.)
- Long-line utilization
- Ability to recall K-9 during tactical searches
- Auditory alert by K-9 upon locating inaccessible suspect
- Hand and/or audible down commands for K-9 during tactical search
- Calm/controlled behavior by K-9 during search exercises

- Calm/controlled behavior by K-9 with team during live fire exercises
- Operating in a chemical agent and smoke environment
- Operating in conjunction with diversionary device deployment
- Tactical out and team arrest procedures
- Tactical tracking consistent with agency procedures
- Suspect containment
- Suspect apprehension
- Suspect distraction
- Clearing high-risk areas (entryways, stairwells, hallways, etc.)
- Extraction of a non-compliant high-risk subject

31.6 K-9 RESPONSE TO SRT MISSIONS

When a K-9 team has been selected to work and train with SRT, that team will be added to the SRT Everbridge notification group. If there is more than one K-9 team assigned to SRT, the nearest K-9 team will deploy on a call. The Team Leader will notify the appropriate handler if a K-9 team is not needed on any particular mission.

If the handler will not be able to respond or is planning on being out of town he will need to notify the SRT Team Leaders and SRT Commander.

31.7 EQUIPMENT

K-9 teams should be properly equipped with tactical body armor and compatible communications equipment. Other SRT equipment can be optional.

The K9 Handler should be issued equipment that will allow for operation during all types of lighting conditions. i.e. NVG, IR Lighting, etc.

31.8 HOW SRT/K-9 TEAM MAY BE DEPLOYED:

Warrants:

- Containment positions
 - They may deploy from their patrol cars or an armored vehicle depending on the tactical plan.
- Secondary searches of buildings.
 - Off lead
 - On lead
- Area searches outside of buildings.
- Blocking traffic for SRT vehicles en-route to the warrant location.

Barricaded type incidents:

- Part of the GO team.

- Clearing buildings.
- To prevent escape or to shut off an area of access by suspect.
- As deterrent or force multiplier.
- Within gas environment.

Rural situations:

- Open area searches
 - On lead (track, block searches)
 - Off lead (woodland, field, non-track searches)
 - From vehicles (cast and recall)

31.9 K-9 warnings:

Due to the heightened danger of an incident that elevates to the level of a SRT response, K-9 warnings may not be given. In an incident where a suspect is armed or believed to be armed a K-9 warning may not be given in an effort to maintain a tactical advantage.

During most, but not all, situations, if given, a K-9 warning will usually be announced by either the handler or another team member. When practical, the announcement should also be given over the radio so that it may be recorded.

Command Post personnel will be responsible for documenting the time of the announcement as well as how many times the announcement was made.

Personnel giving K-9 announcements will indicate such in their post-warrant incident summary.

31.10 HANDLING A K-9 IF THE HANDLER IS INCAPACITATED

Canines are taught to protect their handler. If the K-9 handler is incapacitated, it is imperative that the K-9 be secured prior to rendering aid to the handler. If possible, at least one other SRT officer will know how to control the canine.

Techniques for securing the canine:

- Try calling the canine to you. Use a playful voice and call the canine by name. Try to secure the canine in the officer's vehicle. Use the command the K-9 officer would use to load the canine.
- Use the dog's leash, or vest if possible, to pull the dog away to a safe distance.
- Secure the dog in a safe location or at a safe distance before approaching the handler
- Use the canine's favorite toy to get the canine away from their handler. Try to throw the toy away from the handler or into the back of the K-9 vehicle.

- Use a bite sleeve to distract the canine and walk him over to a secure area and tie off the canine and release the sleeve. Make sure that you don't present an area of your body that is not protected from the sleeve. Most K-9 officers keep an extra leash or rope in their vehicles that can be used.
- If none of these methods are successful, request the master trainer or another K-9 officer respond immediately to the scene to assist with securing the canine.



CHAPTER 28

SRT – KNOCK, NOTICE and ANNOUNCEMENTS

28.1 PURPOSE OF KNOCK, NOTICE AND ANNOUNCEMENTS

The purpose of knock, notice and announcements is to ensure that the persons who are the focus of a SRT operation receive due and proper notice as to the identity, purpose and intent of SRT and other officers on-scene.

28.2 NEED FOR KNOCK, NOTICE AND ANNOUNCEMENTS

As police officers are required to comply with knock and notice requirements (“knock-and-announce”) established by RCW and case law, SRT will comply with those rules. This will solidify the standing of the SRT operation and enhance the safety of SRT, the persons who are the focus of the SRT operation and the public in the immediate vicinity.

28.3 CONCEPT OF KNOCK, NOTICE AND ANNOUNCEMENTS

28.3.1 Notice During Search/Arrest Warrants

When SRT prepares to serve a search warrant or an arrest warrant that would lead officers into a private place (such as a person’s residence or place of business), as part of the plan, the Team Leader will designate an officer to knock on the structure and give verbal notice to the occupants. Prior to entering the structure, a team member will knock on the structure and give notice to the occupants. Such notice will be in a loud, clear voice or on a Public Address loud speaker system and shall include these elements:

1. The team’s identity as police officers,
2. The team has a search (or arrest) warrant, and
3. The team is demanding entry.

After making these announcements the team will wait a reasonable amount of time before entering the structure. This reasonable amount of time can include integrating the knock-and-announce into SRT’s standard breaching countdown SOP.

28.3.2 Surround and Call Out Exception

An exception to the knocking requirement is when SRT surrounds the structure and calls inside (either by telephone or over a Public Address loud speaker system), giving notice of the warrant, followed by commands to the occupants to exit the structure. This is commonly called a “surround and call out.” Prior to officers actually entering the structure to clear it, the team will knock on the structure and:

1. Announce the team's identity as police officers,
2. Announce that the team has a search (or arrest) warrant, and
3. Give instructions as the circumstances dictate.

28.3.3 Compromise Exception

An exception to the knocking and waiting requirements is when the team is compromised prior to knocking on the structure. A compromise means:

1. The officers' attire bears markings that visually identify them as police officers; and
2. A person on the targeted property sees the officers approaching prior to them knocking on the structure.

Even when compromised, prior to making entry into the structure a designated officer will:

1. Verbally identify the team as police officers,
2. Announce that the team has a search/arrest warrant, and
3. Give commands or instructions to occupants as dictated by the situation.

28.3.4 Emergency Exception

Under circumstances in which the SWAT team is entering a structure to rescue a hostage, secrecy, team silence or deception can enhance the probability of a successful resolution. In such situations the requirements to knock and give notice are waived.

28.3.5 Announcements Upon Entry

Whether preceded by knocking or by compromise, upon entering the structure the first officer entering will:

1. Announce the team's identity as police officers,
2. Verbally notify occupants that the team has a search/arrest warrant, and;
3. Give instructions and commands as dictated by the situation (i.e., "Get down!").

Chapter 29

ENERGETIC ENTRY PROGRAM

29.1 PURPOSE OF ENERGETIC ENTRY PROGRAM

To establish procedures, storage requirements and tactics that support the implementation of a specialty breaching program that incorporates the use of explosive breaching devices.

29.2 NEED FOR ENERGETIC ENTRY PROGRAM

SRT officers may encounter doorways, windows, walls, other construction materials or structures that require specialty breaching techniques. Explosive breaching devices have been proven to be a safe and effective method to gain entry when other breaching techniques may be ineffective or cause an unnecessary delay to entry, potentially endangering officers and other persons.

29.3 CONCEPT OF ENERGETIC ENTRY PROGRAM

To construct and deploy explosive breaching devices which use the minimum amount of explosive material necessary in order to ensure successful entry into an intended target. Such devices will be designed and deployed in a manner which minimizes the potential hazards (overpressure and fragmentation) to the public, officers, suspects, and property.

29.4 DEFINITIONS

Active Breacher

An officer whom has been agreed upon by all operational breachers to be under apprenticeship into the program. An active breacher will not conduct any explosive breaching or training without being under the direct guidance of an operational breacher.

“Charge Clear”

A command given by Operational Breacher indicating that the charge is safe to approach. This command is commonly used when a charge is placed on a target and an officer must approach it or work near it for various reasons.

Center Punch Initiator (CPI)

A mechanical device designed to initiate shock tube/NONEL priming system. Such a device uses a center punch to strike a #209 primer thereby detonating the, “explosive train.”

Day Box

A Class 3 explosive magazine as defined by ATF regulations. Such magazines are used for storage of small amounts of explosives inside vehicles.

Det. Cord

Detonation cord, a commercially manufactured explosive product consisting of secondary high explosive, usually PETN or RDX based.

Explosive Breaching

The use of an explosive device, constructed of both explosive and non-explosive materials, to successfully gain entry into an intended target.

Explosive Breach

A structured technique of employing explosive materials to create an opening through a wall, door, or other barrier that will then allow an immediate partial or full entry by a SRT team.

Failed Breach

A term describing the result of an explosive breach that did not achieve its intended objective/s.

Fragmentation

Solid and non-solid materials propelled at high velocity as a result of an explosive detonation.

Initiator

A mechanical, chemical, or electrical device used to initiate an explosive charge.

Initiator Well

The large hold inside the Center Punch Initiator's body which accommodates the center punch.

Interior Residual Overpressure

Overpressure created as a direct result of an explosive detonation inside a confined space. Such overpressure can be calculated using a mathematical equation which takes into consideration the quantity of explosives and the volume of space in which it is detonated.

LCC

Last Cover and Concealment.

Manual Breaching Element

A general term used to describe a secondary breaching option used in conjunction with any explosive breaching element. Such an element may consist of one or more of the following tool categories: mechanical, ballistic, or hydraulic.

Minimum Safe Distance (MSD)

A predetermined distance from a specific charge intended to place officers and other personnel away from hazardous exposure to dangerous levels of overpressure. Such distance is calculated using a mathematical formula which takes into consideration both the quantity and type of explosives.

Misfire

A term used to describe a failure in the initiation of an explosive breaching charge. Such a failure may result from a variety of causes.

N.E.W.

Net Explosive Weight as compared to TNT.

NONEL Shock-Tube

Non-Electric Shock-Tube.

“No Breach” Procedure

Refers to the specific guidelines mandating the handling of situations in which a suspect or victim opens a door and stands in close proximity to a pre-placed explosive breaching charge. This will render its use undesirable under most situations.

Operational Breacher

A SRT officer who is certified in the safe and proper handling of explosives for the purpose of constructing, deploying, and initiating explosive breaching charges in the commission of tactical exercises, live missions, and demonstrations. The Operational Breacher must maintain their certificate and proficiency with ongoing training in accordance with the Washington State Labor and Industry and Commercial Industrial standards.

Overpressure (OP)

Any pressure generated as a result of an explosive detonation which results in an atmospheric pressure greater than that which exists in the immediate area. Such OP is commonly expressed in Pounds per Square Inch (PSI).

Pigtail

A small, predetermined length of Det. Cord extending outward from the main body of the charge, designed strictly as an attachment point for the blasting cap/s.

Positive Breach

The initiation of an explosive breaching charge resulting in a predictable and desirable compromise of its intended target.

Priming

A term used to describe the process of connecting a NONEL Shock Tube to an initiator and connecting its blasting caps to the charge, thereby making it ready for detonation.

Priming System

NONEL Shock Tube/s connected to an Initiator. (Note: A standard priming system carried inside the Priming Satchel consists of 2 NONEL Shock Tubes of similar length and delay, connected together through their entire length by tape or other means. For standards regarding Priming Systems inside a Priming Satchel and Length and Configurations see section 32.4 B 2 b)

RDC

Rapid Deployment Charge/s. Commonly constructed with NONEL Shock Tube and blasting cap pre-connected to the charge and CPI.

Reflective Overpressure

Overpressure which collides with one or more surfaces that can't be compromised and as a result, "bounces back," (is reflected back) toward the general direction from which the blast originated. Such overpressure cannot be accurately calculated.

Render Safe Procedures

Guidelines describing a step-by-step process for, "disarming," an explosive breaching charge and/or an initiator.

Residual Interior Over-Pressure

Overpressure existing inside a confined area resulting immediately upon explosive detonation. It is determined by the type and amount of explosives as they relate to the volume of space in which the detonation occurred. Residual Interior Over-Pressure is commonly expressed in Pounds per Square Inch (PSI).

Shot Out

A verbal confirmation provided by a sniper and/or sniper team indicating the intentional firing of their weapon/s.

Stack

A tactical term used to describe a formation of SRT officers lining up in preparation for entry.

Tamping

The harnessing and redirecting of energy (overpressure) generated from an explosive detonation toward a desired location/direction.

X-File

A name describing the designated secure file cabinet used for storing all breaching reports, secondary copies of SRT explosive inventory, and other related paperwork.

29.5 STANDARDS OF OPERATION AND TRAINING

A. General Guidelines

Under normal and non-emergency situations and when mitigating circumstances do not exist, the Basic Training Requirements will be met, without exception, by all SRT officers prior to handling, storing, or using any of the following:

1. Shock tube / NONEL;
2. Any type of blasting caps (NONEL, electrical, or other);

3. Any type of initiator or similar equipment (mechanical, chemical, and/or electrical) designed to initiate a NONEL Shock Tube, blasting caps, and/or any explosives;
4. Explosives, for the purpose of constructing explosive breaching charges;
5. Explosive breaching charges for the purpose of:
 - a. Placement on an intended target (whether for training exercises or live operations);
 - b. Detonation (other than breaching);
 - c. Storage;
6. Other explosive handling tasks and materials which are not listed but which require fundamental knowledge of explosive handling and breaching.

B. Basic Training Requirements

1. Eight hour Basic Explosive Handling Course.
2. 40 hour Explosive Breaching Course.
3. Certificate of successful completion obtained from the training entity and kept on file.
4. State certification obtained and kept on file.

C. Operational Breacher Status

In order to obtain the status of Operational Breacher, an Active Breacher will be evaluated by the Operational Breacher cadre and a team leader to determine readiness, ability, effectiveness, and safety in the performance of the following:

1. Understanding and execution of the mission objective as defined in this manual.
2. Proper construction of explosive breaching charges
3. Accurate calculation of MSD and Interior Residual Overpressure
4. Proper use and deployment of charges
5. Proper target analysis
6. Ability to estimate the effects of a charge on the target and surrounding areas
7. An in-depth understanding of tactical considerations
8. Proper storage and maintenance of all personal-issued explosive breaching materials and equipment
9. Proper decision-making capabilities

E. Maintaining Status

The Standards of Operation and Training will be maintained by all Active and Operational Breachers throughout the duration of their active and/or operational status. The following standards must be met by each breacher in order to maintain their respective status:

1. Regular attendance of SRT quarterly explosive breaching training
2. Maintenance of a personal explosive breaching log including of all operational and training breaches conducted as Primary or Secondary Breacher.

3. Assignment and deployment of all necessary explosives, equipment, and related gear during SRT operations
4. Attendance at a minimum of one 40 hour Explosive Breaching training course conducted by an outside entity every 3 years.

29.6 SAFETY PROCEDURES

A. Charge Construction

In keeping with the Mission Objectives, the following considerations and precautions should be exercised by all breachers while constructing an explosive breaching charge:

1. Construction Area
 - a. Unless exigent circumstances exist, explosive breaching charges will not be constructed in the same immediate vicinity as blasting caps and/or initiators.
 - b. No Primary High Explosive will be present in the immediate construction area.
 - c. Smoking is strictly forbidden in or around the construction area.
 - d. Open fires of any kind are strictly forbidden in or around the construction area.
2. Charge Configuration and Construction
 - a. Based on training and experience, every attempt should be made to use the minimum amount of explosive necessary to achieve a positive breach.
 - b. When applicable, every attempt should be made to use materials in the construction of the charge which are less likely to produce and/or become hazardous fragmentation.
 - c. Every attempt should be made to construct a charge in such a manner as to increase its overall shelf-life, taking into consideration long storage in extreme temperatures (low and high) as well as repeated deployments.
3. Fully Constructed Charges

All fully constructed charges which are ready for storage and/or deployment will have the following:

 - a. A clearly legible label indicating the following:
 - Common descriptive name of the charge
 - N.E.W expressed in grains (without the priming system)
 - Lbs. TNT not including the priming system
 - Priming system including lbs. TNT
 - MSD
 - Date of construction
 - Name of operator who constructed it
 - b. Ready-to-be-used adhesives pre-placed on the charge

Note: Placement of the adhesives will indicate the part or side of the charge which should be in contact with the intended target.

- c. Hanging or placement devices (when applicable)

B. Priming Procedures

The priming procedures must be completed by no less than two breachers, one of whom must be of Operational status. This will assure that each step is observed and checked by more than one person.

1. Initiators

a. CPI

- Remove center punch from the initiator well.
- Secure center punch on the Primary Breacher's body.
- Place tape over the well opening to prevent foreign objects from accidentally entering the well.
- Place a shotgun primer inside the brass.
- Firmly secure the brass head onto the initiator body.

2. Connecting the NONEL Shock Tube to the Initiator

a. General guidelines

- The following priming procedures are designed to maximize the safety to the breachers, team, and all other personnel at the immediate vicinity.
- Priming onto a charge should be accomplished by no less than two breachers. At least one of the two must be of Operational status.
- Priming into the charge should be done in an area which affords reasonable separation from the team and other personnel.
- While priming, breachers should be focused on the task at hand and refrain from becoming sidetracked or involved in other activities.

b. Order of Priming

Note: as a general rule always work from the initiator to the charge not the other way around. This procedure should be followed exactly each time a breacher primes into a charge. Whenever conditions allow, perform priming procedures at LCC.)

- Separate the NONEL Shock Tube from the charge.
- Remove the NONEL Shock Tube from the priming satchel and extend the factory crimped end.
- Cut the NONEL Shock Tube at least 6 inches away from the crimped ends.
- Cut the NONEL Shock Tube for the second time at least 6 inches away from the previous cut.
- Both cuts should be made on the straight part of the NONEL Shock TUBE away from the bent areas.
- Connect and secure cut end/s to the initiator.
- When feasible, create a "tension relief" to assure that the NONEL Shock Tube does not pull free of the initiator if tugged.

Note: From this point on, positive control of the initiator must be maintained.

- Remove the blasting caps from their protective case.

- Attach the blasting caps to the charge.
- When feasible, create a “tension relief” to assure that the blasting caps do not pull free from the charge if tugged on.

C. Charge and Initiator Render Safe Procedures

Render safe procedures are to be followed precisely each time the NONEL Shock Tube is connected into a loaded initiator (an initiator loaded with shotgun primer/s and/or blasting caps connected to an explosive breaching charge.)

1. Initiator Render Safe Procedures

a. CPI

- Remove NONEL Shock Tube from the brass head.
- Separate the Initiator body from the NONEL Shock Tube.
- Remove Center Punch from the Initiator well and secure it on your body.

2. Charge Render Safe Procedures

a. Removing the charge from the target.

The following procedures will be executed under normal non-emergency situations and when mitigating circumstances do not exist.

- Breacher escorted by a Cover Officer will quickly approach the target.
- Breacher will remove the charge from the target.
- The charge will be brought back to a safe location where the blasting caps will be removed from the “Pigtail.”

b. Removing the blasting caps from the charge.

- Any breacher, Active and/or Operational, will expedite an approach to the target.
- Immediately cut the pigtail above the blasting caps.
Caution: Be sure not to cut on top of the blasting cap or apply unnecessary pressure on the caps with the cutters.
- Remove the pigtail and blasting caps away from the main charge.
- Secure the pigtail and blasting caps at a safe location away from possible gunfire, impact, and/or friction.
- Once operationally feasible, remove the blasting caps from the cut pigtail or other explosive to which it is connected.
- When conditions allow, return the main charge and remove it from the target.

c. Considerations for removal of an explosive breaching charge from the target.

- All attempts should be made to remove an explosive breaching charge away from the immediate vicinity of any ballistic breaching deployments, gunfire, and/or manual breaching methods which are likely to cause damage to the charge.

- The totality of the existing conditions will dictate which Render Safe Procedure will best complement the overall mission while taking into consideration all safety aspects associated with the charge and related equipment.

D. Misfire Procedures

The following procedure will be executed upon any failed attempt to initiate an explosive breaching charge.

1. Immediately attempt to re-fire.
2. If the attempt to re-fire fails, the Breacher will immediately announce, "Misfire, Misfire, Misfire," thereby notifying the team of the failure.
3. The Breacher will simultaneously follow the Initiator Render Safe Procedures as described in section 32.4/C/1 of this manual.
4. Once the initiator is rendered safe, the Breacher will announce: "Charge Clear, Charge Clear, Charge Clear," thereby notifying the team that it is safe to approach the charge.
5. If the charge is still needed and the surrounding circumstances provide ample time, a new priming system will be attached on top of the failed one and the process of initiating the charge for the second time will commence.
6. If the decision to remove the charge is made, the Breacher will proceed with the Render Safe Procedure as described in section 34 C 2 of this manual. Breachers will choose the best method suitable for the situation at hand.

E. Initiator Handling, Maintenance, Storage, and Deployment

Important Note: All initiators are mechanical devices and as such are susceptible to malfunction as a result of misuse, lack of routine maintenance, wear and tear, and broken parts. Breachers should follow the provided guidelines to assure their initiators are in operational condition.

1. Handling
 - a. A center punch used to initiate a CPI system is not designed to be forcibly slapped or hit. Center punches are designed to be pushed, using constant downward pressure causing the striking end to depress until it sets off the internal spring mechanism. Doing so will assure positive initiation of the shotgun primer.
 - b. The striking tip of the center punch should not be sharp but rather rounded to a smooth edge (much like a firearm striking pin.)
2. Maintenance
 - a. Routine cleaning and inspections of the CPI systems should be performed by all breachers at least quarterly or as needed.
 - b. Maintenance should consist of the following:
 - Full disassembly of the initiators.
 - Cleaning and removing of all carbon residue and other dirt/debris from its main body.

- Cleaning of the striking pin/mechanism.
- Cleaning of the NONEL Shock Tube and shotgun primer areas.
- Full visual inspections of all parts/areas.
- Function test of each initiator will be performed after the conclusion of maintenance.

Note: To perform a function test:

- Assure that no NONEL Shock Tube or other explosive materials are attached to and/or near the initiator.
- Place a #209 shotgun primer in the designated area of the initiator.
- Announce your intent to fire the device.
- Point the initiator in a safe direction.
- Fire the initiator.

3. Storage

CPI System

- Center Punch will be removed and stored in such an area as to assure it will not accidentally enter the initiator well.
- The open end of the CPI body/well should be taped off, using tape, to prevent the accidental insertion of a center punch as well as any other debris which may cause the initiator to malfunction.
- Under most circumstances, CPI initiators should not be pre-attached to NONEL Shock Tube. Should it become necessary to pre-attach an initiator, all safety guidelines mentioned above must be followed.

4. Deployment

CPI System

- Center punch will not, **under any circumstances**, be inserted into the initiator well prior to initiating countdown procedures and/or final preparation to initiate the charge during emergency incidents.
- Center punch should be stored on the Breacher's body until such time as he/she is in final preparation for countdown procedures.
- Under no circumstance should the Breacher handle both center punch and the CPI body while the charge is being placed or handled by other breachers or operators.
- Breacher will maintain positive physical control of any initiator which is fully primed into a live charge.

F. MSD

1. Calculations

- a. All MSD calculations should be checked by a second breacher to confirm or dispute the result.
- b. The final MSD result should always be rounded up to the highest distance.

2. Practical Application

- a. When providing the MSD to the “stack” officers, the breacher should remind everyone that the MSD is only calculating OP at a certain distance. It does not indicate safe distance from fragmentation.
- b. The MSD formula/calculations are intended to be used for open air detonations.
- c. When possible, refrain from stacking in the direct line of sight of the charge.

G. Interior Residual Over-Pressure

1. Calculations
 - a. All Interior Residual Over-Pressure calculations should be checked by a second breacher to confirm or dispute the result.
 - b. The final OP result should always be rounded up to the highest number.
2. Practical Applications
 - a. While initiating charges inside confined areas, breachers should never allow exposure to OP levels greater than 2 PSI.
 - b. Breachers should always remember that Interior Residual Over-Pressure calculations do not and cannot account for Reflective Overpressure.
 - c. The possibility of collateral damage as a result of OP should always be taken into consideration and shall be checked against provided charts (i.e. Blast Overpressure Effects on Structures and Human Body/Explosive Breaching Characterization Handbook.)
 - d. Breachers shall consider calculating Interior Residual Overpressure each time the immediate area, near or at the point of detonation, consists of 4 or more reflective surfaces which are likely to resemble a confined space.

29.7 EQUIPMENT, STORAGE, AND TRANSPORTATION REQUIREMENTS

A. Explosive Magazine Storage (Main Storage Location)

The main explosive storage location will be at a controlled by LPD or through a mutual aid agreement with another law enforcement agency in the area. All explosives will be stored in accordance with Washington WAC 296-52 and Federal law.

B. Drawing explosives

1. Responsibility

- a. Under normal, non-emergency conditions, and when mitigating circumstances do not exist, the drawing of any explosive will be restricted only to Operational Breachers.
- b. Active Breachers wishing to draw explosives will do so under the direct supervision of an Operational Breacher.

2. General Procedure

- a. All drawn explosives will be properly logged at the time of the draw.
- b. Backup copy of the explosive log, located inside the “X-file” will be updated no later than 24 hours after the time of the initial draw.

C. Basic Operational Requirements

All equipment must be maintained in acceptable operational condition at all times. The following items will be stored in the locker for immediate deployment:

1. Breaching bag
2. Priming satchel
3. Pre-made charges
4. Additional explosives required for the construction of additional and/or specialized charges.
5. Extra NONEL Shock Tube, above the quantity carried in the priming satchel.
6. Non-explosive breaching supplies included but not limited to:
 - a. IV water bags or similar water containers
 - b. Double sided breacher’s tape
 - c. Duct tape
 - d. Prop sticks (wood, foam, and/or other materials)
 - e. Rubber strips (Hinge and RDC sizes)
 - f. Cardboard targets

D. Breaching Bag

1. Contents

- a. Charges
 - 1 – Gun port charge (water impulse)
 - 1 – Metal door charger (water impulse)
 - 2 – Rapid deployment charges (RDC) [minimum]
 - 1 – Exterior hinge charge (rolled-up)
- b. Explosives
 - 50 grain Det. Cord (30 feet)
- c. Adhesives
 - Double sided breacher’s tape
 - Duct tape
- d. Tools
 - Stud finder
 - Calculator with MSD and IROP formulas
 - Explosive breaching guide
 - Misc. dry wall hangers (various sizes and weights)
 - Misc. hangers and related materials
 - Razor with extra blades
 - Pruning saw
 - Screw drivers (flat and Phillips head)
 - Magnet
 - Measuring tape
 - Markers

Spare 9v battery (for stud finder)
Charge hanging kit
Wall probing tools

e. Non-Explosive breaching materials

Note: all attempts should be made to use prop sticks which cause no or low fragmentation.

Prop sticks
Breacher's info guide
Electrical tape
Black duct tape
Carpet tape

2. Configuration

In order to maintain consistency and ease of deployment by all breachers, all items contained inside the bags should be organized in a consistent manner.

E. Priming Satchel

Contents

a. Explosive related items

1. x2 60 ft. NONEL Shock Tube priming systems
2. x2 30 ft. NONEL Shock Tube priming systems
3. x1 20 ft. NONEL Shock Tube (for RDC)
4. #209 Shotgun primers (at least 20)

b. Initiators

1. CPI (at least 2)
2. Center Punch (at least 2)

c. Adhesives

1. Electrical Tape

d. Tools

1. NONEL Shock Tube cutter
2. Markers

F. Guidelines for Storage and Transportation of Explosives

1. Storage

- a. All storage will be in compliance with WAC 296-52 and federal law.
- b. All compartments containing explosives of any kind will be kept locked and secured when not in use.
- c. Electrical components and other munitions will not be stored in the same box as explosives.
- d. No tools or other metal devices will be stored in the same magazine as the primary high explosives/detonators/NONEL Shock Tube/Priming Systems.
- e. All vehicle magazines/day boxes containing explosives, without exception, will be kept secured and locked at all times when unattended.

2. Inventory

- a. The breaching cadre must conduct a quarterly inventory of the explosive materials on hand and compare it to the inventory storage record. This record will be maintained in the X-file as defined under 29.4.
- b. The breaching cadre must inspect the magazine once every 7 days to determine whether there has been any attempted or unauthorized entry into the magazine, or unauthorized removal of the contents stored in the magazine. The breacher designated to conduct the inspection will be rotated on a monthly basis so the responsibility is shared within the team.

3. Transportation

- a. All transportation of explosives will be conducted as per the Washington Administrative Code 296-52 and federal law.
- b. All transportation of explosives for non-emergency and training events will be conducted by a breacher possessing a valid Class "A" license issued through the State of Washington, unless a variance exists.
- c. Transportation of explosives for emergency and exigent circumstances will be conducted by an Operational Breacher or an Active Breacher under the direct supervision of an Operational Breacher.
 1. This responsibility will be rotated on a monthly basis so the responsibility is shared within the team.
 2. Should an Operational Breacher be unavailable during his/her designated month, it is that person's responsibility to contact another Operational Breacher to conduct the retrieval.
 3. The Operational Breacher will also be responsible for transporting all of the other necessary items to conduct missions during a call-out. This includes but is not limited to: day boxes, satchels, and breaching bags.

29.8 CHARGE AND NONEL SHOCK TUBE: GENERAL STANDARDS

The following charges and priming systems have been chosen as "standard" charges due to their proven effectiveness during countless training exercises and numerous live operations. These charges and priming systems have been tested and evaluated throughout the nation and have been shown to fulfill the overall mission objectives of SRT.

Note: Other charges not listed below may be constructed and carried by individual Operational Breachers. Such charges must conform to the overall Mission Objective described in Section I of this breaching manual.

A. Explosive Breaching Charges

1. Strip Charges
 - a. Rapid Deployment Charge (RDC)
 - b. Exterior Strip
2. Water Impulse Charges
 - a. Gun port
 - b. Metal Door
3. Hinge Charges
4. Metal Security Gate Charge
5. Garage Door Charge
6. Super Slap

B. NONEL Shock Tube

All operational NONEL Shock Tube will be of 0 delay.

1. 20 ft.
2. 30 ft.
3. 60 ft.

29.9 DEPLOYMENT CONSIDERATIONS AND GUIDELINES

A. Charge Deployment

The following considerations will be weighed by all breachers prior to the deployment of any explosive breaching charges:

1. Severity of the crime at hand.
2. Level of risk to the public, officers, and suspect/s as a direct result of the breach.
3. The probable effectiveness of other breaching methods.
4. The risk to victims/citizens, officers, and suspect/s if other breaching methods fail.
5. The probable outcome of the entry team's failure to accomplish quick and positive entry into the intended target.
6. Overall target analysis.
7. Assessment of possible collateral damage resulting from overpressure, fragmentation, and/or heat.

B. Field Construction

1. As a general rule, breaching during a live operation should be limited to those targets and charges on which the individual breacher possesses sufficient experience and knowledge. Breachers are encouraged to adapt and improvise as dictated by the mission but also to stay within their individual experience, expertise, and limitations.
2. All charges constructed, modified, or improvised in the field will be done in a manner which is consistent with the mission objective provided in Section I of this manual.
3. Construction of an explosive breaching charge in the field should be accomplished by two breachers, one of whom will be of Operational Breacher status.

4. Construction should take place at a relatively secluded area away from the non-breaching team members as well as other personnel.
5. To reduce the possibility of mistakes and unsafe conditions during the construction phase, breachers should not be tasked with additional responsibilities which are not directly related to the construction of the charge.

C. Charge Placement

1. Breachers should always construct their charge in a manner which accommodates rapid placement and ease of deployment.
2. Special attention should be given to the amount of time a charge must remain on the target and any obstruction it may present.

29.10 FUNDAMENTAL TACTICS

A. Explosive Breaching Elements

An explosive breaching element will consist of at least two operational/active breachers. An additional breacher, or other operator, may act as a shield/cover officer if needed.

1. Shield/Cover Officer
 - a. Tasked with providing cover on the door to be breached.
2. Breacher
 - a. Tasked with placing the charge.
 - b. May be tasked with initiating the charge.
 - c. Assures that the NONEL is positioned in such a way as to not obstruct the entry team upon entry
 - d. Responsible for assuring all safety precautions are in place prior to initiating the charge.
 - e. Responsible for maintaining a positive eye on the charge and target in order to notify the primary breacher and/or supervisor/s of any changes to the environment and/or situation which would warrant an immediate stop of all countdown procedures.
 - f. In cases where it is not operationally feasible for the breacher to maintain a positive eye on the charge he/she will assign this responsibility to another SRT operator who is well versed in basic explosive breaching procedures to include tactical considerations, countdowns, safety protocols, etc. This person may be designated as the operator responsible to the countdown. However, at any time another team member may call a halt to the countdown if any changes warrant an immediate stop. Tasked with mitigating any failures or related problems with the priming system and/or initiator.

Note: The breacher must possess the following items on his/her body:

1. Extra #209 shotgun primers
 2. Appropriate NONEL cutting tool
 3. Backup center punch
 4. Electrical tape
- h. Announce a misfire if the explosive breaching charge fails to initiate and follow all misfire procedures described in section 29.6.

3. Breacher

- a. May be tasked with directing the shield/cover officer to and from the target or with providing cover for the other breacher.
- b. May be tasked with initiating the charge.
- c. Assures that the NONEL is positioned in such a way as not to obstruct the entry team upon entry.
- d. Responsible for assuring all safety precautions are in place prior to the initiation of the charge.
- e. May be responsible for maintaining a positive eye on the charge and target in order to notify the other breacher and/or supervisor/s of any changes to the environment and/or situation which would warrant an immediate stop of all countdown procedures.
- f. Assist the other breacher with misfire procedures as described in section 29.6.

B. Countdowns

1. Countdown guidelines

- a. A positive eye on the charge, target, and all other areas of concern must be maintained by the breacher, and/or any other person designated to do so.
- b. Due to fragmentation hazards, visibility limitation, cover and concealment concerns, as well as other tactical considerations, countdown procedures may be better executed by sniper teams (positioned at or above MSD), SRT operators at a far containment position (positioned at or above MSD), or SRT operators located inside an armored vehicle (positioned away from OP hazards).
- c. It is the responsibility of each and every team member to stop the countdown procedure immediately if/when any undesirable condition/s arise which is/are likely to result in the following:
 - Unintended injuries to the suspect.
 - Injuries to the victims.
 - Injuries to SRT operators.
 - Injuries to other officers and/or citizens.
 - Unintended collateral damage.
 - Failed breach.
 - Other unintended results or unsafe conditions.

2. Standard Countdown

To be utilized as the default countdown during all breaching operations and training. This countdown will be executed in the following manner:

- a. Breacher will insert the Center Punch into the CPI body
- b. Breacher or other designated person will commence countdown by announcing the following:
 - “Stand-by for breach”
 - Pregnant Pause (2-3 seconds)
 - Audible: “5, 4”
 - Silent Count: “(3, 2, 1)”
 - Audible: “Breach, Breach, Breach”
 - Any sniper action will be initiated on, “2” while the breach will occur on the first “Breach”. Any other action on the structure (i.e., port/cover) will be initiated during a specified count as briefed in the operations order.
- c. The *Knock & Announce* will be coordinated with and integrated into the countdown, as required.

3. “Quick Countdown” / Emergency Countdown

To be utilized when immediate and undelayed initiation of the charge is necessary and when Standard Countdown procedures do not fulfill the mission objectives. This countdown will be executed in the following manner:

- a. Breacher will insert Center Punch into the CPI body
- b. Breacher or other designated person will quickly announce:
 - “Breach, Breach, Breach”
 - Initiation of the charge will be executed on the 3rd “Breach” command.

Note: Due to the expedient nature of this countdown, special attention and consideration should be given to all safety concerns and related issues discussed in section VII/C/1 as well as other sections.

C. Stop Breach Procedures

1. Stop Breach procedures will apply for all explosive breaching targets which become obstructed by an individual/s whose presence at that location elevates the hazards of implementing an explosive breaching charge and in most cases will render its use undesirable.
2. The possibility of a Stop Breach situation will be taken into consideration during all stages of explosive breaching operations. Such considerations will include but will not be limited to:
 - a. Charge placement.
 - b. Attachment methods.
 - c. Visibility.
 - d. The ability of the breachers to render the charge safe.

- e. The ability of the breachers to effectively remove the charge.
- 3. The following procedures will be followed when a Stop Breach situation arises during a “breaching countdown.”
 - a. Any person who observes the Stop Breach situation will immediately announce by stating, “Murphy, Murphy, Murphy.”
 - b. All countdown procedures will stop immediately.
 - c. Primary Breacher will immediately remove the Center Punch from the CPI well.
 - d. Primary Breacher will announce, “Charge Safe, Charge Safe, Charge Safe,” upon removal of the Center Punch from the CPI well and securing of it on his/her body.
 - e. An explanation for the stoppage will be provided as soon as possible.
 - f. Primary and Secondary Breacher will decide whether or not to proceed with and complete “Render Safe Procedures” (described in section 32.4 C). Such decision will be based on the totality of the circumstances and on operational needs.

29.11 DOCUMENTATION

A. Required Reports

1. Breaching Reports

- a. Will be completed by an Operational or Active Breacher for each charge initiated during training and operations.
- b. In addition to the breaching report, an after action report will be completed for each operation in which explosive breaching was utilized.
- c. Breaching reports will be completed in a timely manner.
- d. All breaching reports and related paperwork will be filed inside the X-file.
- e. Primary and Secondary breachers will maintain a hard copy of each report generated for charges they initiate and/or place. Such copies will be maintained in their respective logs and be made available for inspection upon request.

2. Breaching Report Content

All breaching reports will consist of the following details:

- a. Descriptions of all explosive materials used in the construction of the charge.
- b. Weight and/or amount of all explosive materials used in the construction of the charge.
- c. Total N.E.W. in grains for all explosives used in construction of the charge.
- d. Total lbs. of TNT of the constructed charge.
- e. MSD

- f. OP (when applicable)
- g. Description of all non-explosive materials used in the construction of the charge.
- h. Description of methods of adhesion.
- i. Detailed diagram of the charge.
- j. Results and conclusions.

3. Additional items to add to each report

- a. Pictures of the charge and target
- b. Pictures of the target post-initiation depicting results and other points of interest.

B. Operational Breaching Reports

All operational breaches will require an After Action Report in addition to the standard Breaching Report. Such reports will follow the guidelines provided in section 29.11.A.

Maintaining accurate and detailed records of all operational breaches is a critical component in the overall success of the SRT Explosive Breaching Program. Doing so assures proper historical documentation of all missions in which explosive entry was used. Such records will list various factors which may become useful at a later time. These facts will include but not be limited to:

- a. Nature of the incident.
- b. Brief description of the incident and the facts surrounding it.
- c. Articulation as to the decision to use explosive breaching.
- d. Overall conclusion of the incident.
- e. Any additional facts which may become important at a later time. Detailed pictures taken by members of the breaching cadre will be attached to the After Action Report.

Operational Breaching reports will be regarded as sensitive material and as such will be stored inside the X-File.

C. Training Breaching Reports

These reports serve multiple purposes and will be maintained for the following reasons:

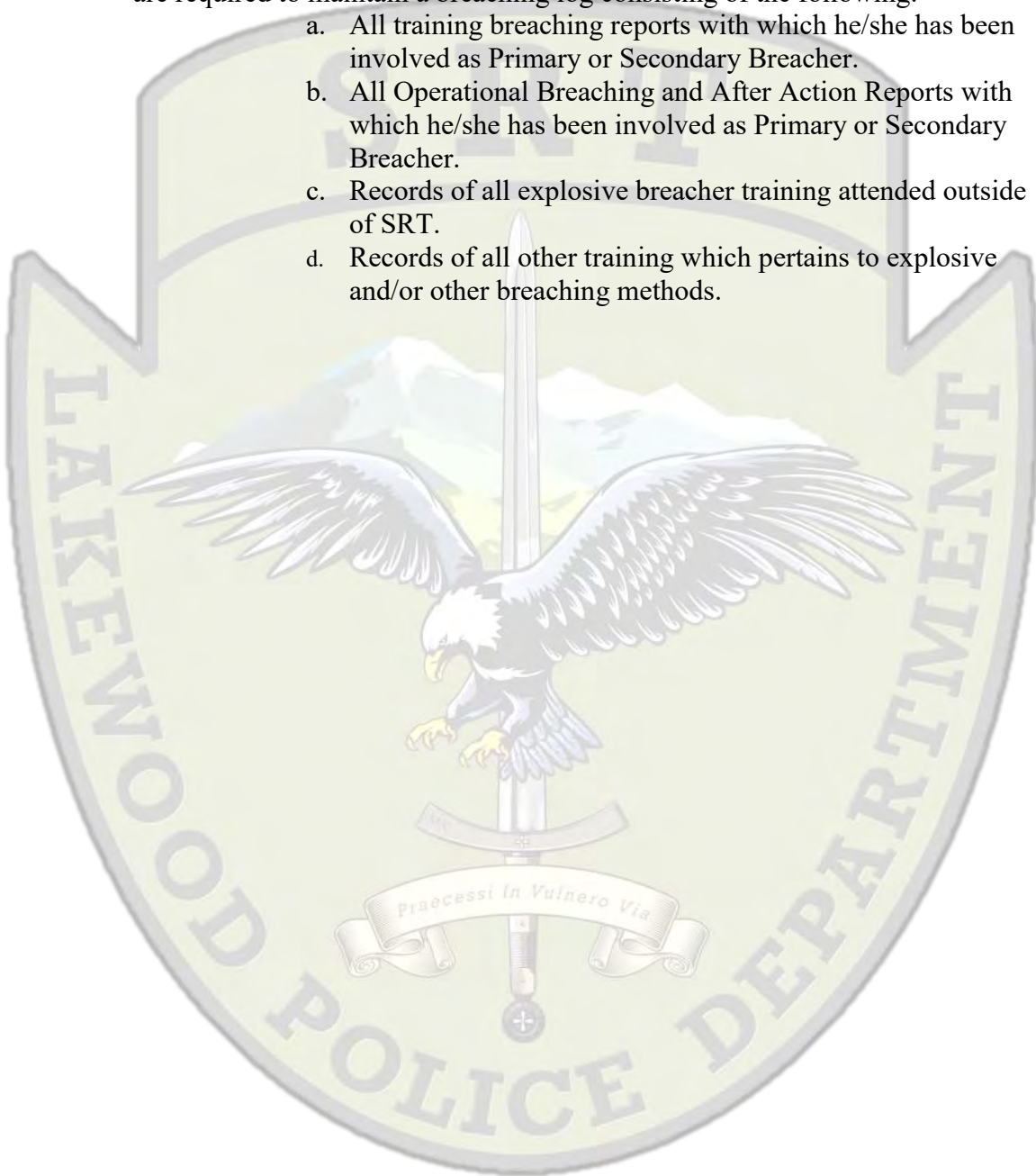
- a. Provide historical record of charge construction, tests, results, and conclusions.
- b. Provide historical documentation to support the method, materials, and N.E.W. used in each charge.
- c. Provide a training log indicating number of charges and times each breacher has trained throughout the year and/or his career.
- d. Assist in educating new breachers to various details relating to charge construction, charge placement, target analysis, and predicted results.

Training Breaching reports will be regarded as sensitive material and as such will be stored inside the X-file.

D. Breacher's Log

To assure a level of accountability regarding the minimum requirement needed to maintain Operational and/or Active Breacher status, all breachers are required to maintain a breaching log consisting of the following:

- a. All training breaching reports with which he/she has been involved as Primary or Secondary Breacher.
- b. All Operational Breaching and After Action Reports with which he/she has been involved as Primary or Secondary Breacher.
- c. Records of all explosive breacher training attended outside of SRT.
- d. Records of all other training which pertains to explosive and/or other breaching methods.



CHAPTER 30

SRT - TACTICAL EMERGENCY MEDICINE

30.1 PURPOSE OF TACTICAL EMERGENCY MEDICAL SUPPORT

To define the scope, need, operational concepts and considerations of a tactical emergency medical support program for SRT.

30.2 NEED FOR TACTICAL EMERGENCY MEDICAL SUPPORT

SRT operations oftentimes involve an enhanced risk to officers, other involved persons and the public. These operations can result in severe traumatic injuries, including penetrating, blast, and burn injuries. Forward deployed Tactical Medical Support personnel, have proven to decrease injury to treatment time. This directly correlates to an improved survivability profile of the injured – be they police officers, hostages, suspects or the public.

30.3 CONCEPT OF TACTICAL EMERGENCY MEDICAL SUPPORT

SRT will use medical personnel from the venue agency's fire department for transport and care of patients. The venue agency's medical personnel will assess the need for a private ambulance carrier if necessary. Absent an extraordinary circumstance, medical personnel who are not trained on tactical medical support will not be allowed in the inner perimeter. Typically, medical personnel will stage at the direction of the SRT/Tactical commander or Team Leader(s).

SRT may use LPD police officers or reserve police officers who are Emergency Medical Technicians or Paramedics to assist with warm zone medical treatment as available. SRT may also use EMTs or paramedics from a host fire department that are trained in and familiar with tactical medical support and TCCC principles. When these members are equipped with the required personal protective equipment they will be allowed in the inner perimeter at the SRT/Tactical Commander's discretion. The criteria for these EMTs or paramedics are described below:

30.4 GOALS OF TACTICAL MEDICAL SUPPORT ACTIVITY

Implementation of an effective tactical medical support program is directed at achieving these important goals:

- a. Enhance mission accomplishment;
- b. Reduce death, injury and illness, and related effects, among officers, citizens, and suspects;
- c. Reduce the agency's posture in liability-prone circumstances;
- d. Reduce line of duty injury and disability costs to the agency;

- e. Reduce lost work time for officers;
- f. Maintain good team morale when true concern for the member's good health is realized.

30.5 SELECTION OF THE TACTICAL MEDIC

Tactical Medic team members will be selected and assigned as necessary by the SRT Commander and Team Leaders based on the following criteria:

- a. The Tactical Medic must be trained and experienced at the minimum level of Emergency Medical Technician (EMT).
- b. The Tactical Medic must be in good standing with the Pierce County Medical Program Director.
- c. The Tactical Medic must be, and maintain all necessary certifications required for performing their medical duties.
- d. The Tactical Medic must demonstrate strong medical knowledge and practical skills.
- e. The Tactical Medic must be able to follow strict orders and react calmly under pressure.
- f. The Tactical Medic will be covered by their parent agency for L & I or medical malpractice issues.

30.6 DESIRABLE CHARACTERISTICS

- a. Good physical condition;
- b. Emotional stability;
- c. Above average medical skill;
- d. Common sense and good judgment.

Medical team members may be removed from the Tactical Medical element at the discretion of the SRT Commander or his/her parent agency.

30.7 TRAINING

The optimum configuration of tactical medical support for a particular team will also vary as much as the tactical teams themselves. However, certain basic principles guide the development of a sound medical support program.

Team Medical Officers must be trained to, at least, the basic Emergency Medical Technician level and are required to maintain current certification through a bona fide certifying body, such as the National Registry of Emergency Medical Technicians. Every effort should be made to provide Paramedic -ALS (Advanced Life Support) service at the outer perimeter of the area of operation.

Team Medical Officers must be familiar with, and able to effectively coordinate, with the entire Emergency Medical System, from the area of operation to the receiving medical facility.

Tactical Medics may be organic to the team, sworn officers, or members of other agencies such as EMS services or fire departments who are specifically selected and trained. These personnel should be familiar with the tactical team and have a basic understanding of mission objectives, tactics used, weapons, pyrotechnics and other devices likely to be employed, as well as communication policies and procedures. In order to function effectively in support of a tactical team, the medic should have a general working knowledge of the team, its tools and tactics.

All personnel assigned as Tactical Medics must maintain their clinical skills by actively participating in patient care activities on a regular basis. In general, the activity levels of most law enforcement tactical teams are inadequate to support this requirement, and medics should be required to seek outside patient care activities.

Medical support for tactical law enforcement operations requires a unique expertise beyond medical competence. Not every EMT, Paramedic or Physician is trained or qualified to provide this type of support. Team Medical Officers should complete specialized training, which teaches the skills necessary to operate in the austere environment, and should be required to maintain such-certification.

The Tactical Medic should complete a Tactical EMS/TCCC training course.

30.8 TACTICAL MEDIC EQUIPMENT

The Tactical Medic must carry or have immediate access to the following equipment at the very minimum.

- a. Personal infectious control equipment.
- b. Life Support equipment on their person to perform airway management, respiratory support, and hemorrhage control.
- c. Patient extrication equipment.
- d. Immediate access to ALS trained services, equipment, and transportation as set forth by Pierce County Medical Protocols.

30.9 RESPONSIBILITIES OF THE TACTICAL MEDIC:

A Tactical Medic is an important component of tactical law enforcement teams. Their responsibilities include:

- a. Safely and promptly respond to staging areas for SRT incidents prepared to fulfill your mission duties.
- b. Report to the SRT/Tactical Commander for accountability purposes.
- c. Interface with private, municipal or fire district ambulance service on standby at the staging area.
- d. Complete the medical plan.
- e. Determine the closest medical facility for trauma and include the location in the medical plan.
- f. Be cognizant of environmental factors (heat, cold, or toxic materials) and recommend rest/recovery measures for long term missions.

- g. Enter the warm zone at the request of the SRT/Tactical Commander or Team Leader to render aid to injured persons and extract them to the cold zone (medical staging area).
- h. Decontaminate persons exposed to irritants.
- i. Follow Pierce County Patient Care Protocols and make base station contact when appropriate.
- j. Coordinate continued care with transport service.
- k. Maintain medical skills through training and practice.

Tactical Medics will not be armed unless they are full-time or reserve commissioned law enforcement officers who have been through the Washington State Criminal Justice Basic Law Enforcement Academy, Basic Reserve Law Enforcement Academy or equivalent and it is approved by the SRT commander.

30.10 CONFIDENTIALITY OF MEDICAL INFORMATION

Medical information remains confidential and is treated in accordance with the Health Information Portability Accountability Act (HIPAA).

Release of medical information to specified persons or agencies as requested to do so by the patient will be complied with.

CHAPTER 31

SRT - UNMANNED AIRCRAFT SYSTEMS (UAS)

31.1 PURPOSE OF UAS:

The purpose of this policy is to establish guidelines for the use of an unmanned aircraft systems (UAS) by SRT personnel.

31.2 NEED FOR UAS

There are times when SRT needs to gather intelligence on a specific location that would be unsafe, impractical, unwise or inefficient to gather by way of personnel on the ground or the use of other electronics.

31.3 DEFINITIONS

Unmanned Aircraft Systems (UAS) - An unmanned aircraft of any type that is capable of sustaining directed flight, whether preprogrammed or remotely controlled (commonly referred to as an unmanned aircraft systems (UAS)), and all of the supporting or attached systems designed for gathering information through imaging, recording or any other means.

31.4 CONCEPT OF UAS

Unmanned aircraft Systems may be utilized to enhance SRT's mission of protecting lives and property. All UAS flights must be for a legitimate public safety mission, training, or demonstration purposes. Officers may use UAS in conjunction with the service of a valid search warrant. Officers may use UAS in exigent circumstances where specific and articulable life safety concerns exist during police tactical incidents. Examples include hostage situations, active shooter events, barricaded subjects, workplace violence and acts of terrorism.

31.5 PRIVACY

The use of the UAS potentially involves privacy considerations. Where there are specific and articulable grounds to believe the UAS will collect evidence of criminal wrongdoing and if the UAS will intrude upon reasonable expectations of privacy, the Department will secure a search warrant prior to conducting the flight, unless exigent circumstances exist.

31.6 USE OF UAS:

Only authorized, trained operators shall be permitted to operate the UAS. Personnel shall operate UAS on behalf of SRT in accordance with LPD policies and procedures concerning UAS. The operation of UAS shall be in full compliance with federal and state regulations and under the provisions set by the COA, Part 107 and FAA rules.

Lakewood Police Department

Use of Force Policy

1.3 FORCE RESPONSE BY OFFICERS

PHILOSOPHY: The Lakewood Police Department strives to deliver police services as efficiently and unobtrusively as possible. Police Department members attempt to obtain voluntary compliance if the situation permits, recognizing that a subject's decisions cannot be controlled. It is recognized that officers are expected to make split-second decisions and that the amount of time available to evaluate and respond to changing circumstances may impact an officer's decision. While various degrees of force exist, each officer is expected to use only that degree of force reasonable under the circumstances perceived by the officer at the time of the event to successfully accomplish the legitimate law enforcement purpose and bring the incident under control.

1.3.1 Force Response

Principle: Authorization by Law

- A. [RCW 9A.16.020](#): Authorizes the use of force by officers and private citizens and states that, "The use, attempt, or offer to use force upon or toward the person of another is not unlawful in the following cases":

1. Whenever necessarily used by a public officer in the performance of a legal duty, or a person assisting the officer and acting under the officer's direction.

The law has not been reproduced in its entirety and all members of the Lakewood Police Department should familiarize themselves with this law.

- B. [RCW 10.31.050](#). "If after notice of the intention to arrest the defendant, he either flees or forcibly resists, the officer may use all necessary means to affect the arrest."
- C. Tennessee v. Garner, 471 U.S. 1 (1985): This Supreme Court decision states that apprehension by use of deadly force is a seizure and must meet Fourth Amendment reasonableness requirements. See Standard 1.3.2 in this Chapter.
- D. Graham v. Connor, 490 U.S. 386 (1989): The Supreme Court explained what standard courts should apply to determine if the use of force was reasonable.

Definitions: The below listed definitions will apply to Standard 1.3.

- A. Force: Any action taken by a Department Member to control a situation or the behavior of others.
- B. Deadly Force: [RCW 9A.16.010\(2\)](#) "Deadly force" means the intentional application of force through the use of firearms or any other means reasonably likely to cause death or serious physical injury.
- C. Necessary: [RCW 9A.16.010\(1\)](#) "Necessary" means that no reasonably effective alternative to the use of force appeared to exist and that the amount of force used was reasonable to effect the lawful purpose intended.
- D. Reasonable Belief: Facts, circumstances or knowledge presented to the officer are sufficient to justify a thought or feeling they or another person was in danger at the time the force was used.
- E. Great Bodily Harm: As described in [RCW 9A.04.110](#) great bodily harm is bodily injury that creates a probability of death or which causes significant serious permanent disfigurement, or which causes a significant permanent loss or impairment of the function of any bodily part or organ.

Practice:

- A. Force Factors: When determining whether or not to apply any level of force and evaluating whether an officer has used reasonable force, a number of factors should be taken into consideration. These factors may include, but are not limited to:
 - 1. The conduct of the individual being confronted (as reasonably perceived by the officer at the time) including whether the suspect is attempting to evade arrest by flight or whether the suspect is actively resisting arrest.
 - 2. Officer / subject factors (age, size, relative strength, skill level, injury/exhaustion, and number of officers vs. subjects).
 - 3. Influence of drugs/alcohol and/or the suspect's mental or psychiatric history known by the officer at the time of the incident.
 - 4. Proximity of weapons.
 - 5. Availability of other options (what resources are reasonably available to the officer under the circumstances).
 - 6. Seriousness of the suspected offense or reason for contact with the individual.
 - 7. Training and experience of the officer.
 - 8. Potential for injury to citizens, officers, and suspects.
 - 9. Risk of escape.
 - 10. Previous violent history of suspect known by officer at the time, or other exigent circumstances.
- B. Excessive Force: Any Police Department employee who witnesses any police officer use force that appears to be in violation of this standard, shall report such use of force to his/her immediate supervisor as soon as it is practicable.

1.3.2 Deadly Force (see 1.3.1)

Principle: The Lakewood Police Department, in adherence to U.S. Supreme Court rulings, has further limited the use of deadly force.

- A. When Deadly Force is Authorized: An officer may employ deadly force when that officer has a reasonable and objective belief that a suspect poses an imminent threat of serious physical harm to the officer or others, or the officer has a reasonable and objective belief that the suspect poses an imminent threat of serious physical harm to the officer or others should arrest be delayed and a warning to stop is first given to the suspect, if feasible.

The objectively reasonable standard is based upon the totality of the facts known to the officer at the time.

- B. Authorized Discharge of Firearm: In addition to the instances when deadly force is authorized, officers may discharge a firearm in the following instances.
 - 1. To kill an animal that is so seriously injured that humanity requires its removal from further suffering and no other disposition is practical. The officer must have prior approval from a supervisor, but may act humanely if a supervisor does not respond in a reasonable amount of time. SOUTHSOUND 911 Communications shall always be given advance notice, either by telephone or radio contact, of the pending firearm discharge. A General Report shall be written to document the action.
 - 2. To perform firearms training or qualifications at an approved shooting range or for lawful recreational purposes.

3. To perform forensic testing.

1.3.3 Warning Shots

Principle: Due to the extreme hazards warning shots pose to bystanders and citizens, warning shots are not authorized.

1.3.4 Less Lethal Force

Principle: When less lethal force is appropriate officers should assess the incident in order to determine which less lethal technique or weapon will best de-escalate the incident and bring it under control in a safe manner. Officers shall adhere to the same standards when applying "less lethal force" as required upon use of force pursuant to this chapter.

Practice:

- A. **Physical Force:** All physical force employed by an officer must conform to the standards set by the RCW and *Graham v. Connor* (109 S.Ct.1865 (1989)). Officers must articulate in a report the specific facts relied upon to justify the use of force, not the conclusion. The reasonableness of the use of force will be judged by the perspective of a reasonable officer on the scene, as to whether the force used was objectively reasonable in light of the circumstances. Use of force decisions are recognized to be split second judgments, in tense, uncertain, rapidly evolving circumstances.
1. **Authorized less lethal force tools:** The carrying of ranged less lethal force tools by uniformed LPD personnel is mandatory. All uniformed personnel shall carry an impact weapon (either ASP or straight baton) while in uniform. In addition, all uniformed personnel shall carry either OC10 or a Taser while in uniform. Officers may choose to carry both OC10 and a Taser while in uniform. Officers shall be authorized to carry only Tasers or OC10 issued by the department. The carrying of impact weapons, OC10, and Tasers by plain clothes personnel is optional.
- B. **Use of Oleoresin Capsicum (OC):** The carrying of OC by fully commissioned officers in a non-uniform assignment and command staff is optional.
 1. The reasonable employment of OC spray for defense or control is permitted only when there is some level of articulable threat to the officer or others. The use of OC spray is not inconsequential, and must be justified by the circumstances known to the officer at the time.
 2. Cool water should be used to rinse the contaminated area of the persons who have come in contact with OC as soon as is practicable.
- C. **Impact Weapons:** The carrying of the department-approved baton is mandatory for fully commissioned uniformed officers and optional for fully commissioned officers in a non-uniform assignment and command staff.
 1. When the baton is being carried, it must be readily accessible to the officer at all times.
 2. It is the intent of the department that an authorized baton be used as an impact weapon when such force is objectively reasonable. In situations when an impact weapon is the objectively reasonable tool to use, other items immediately accessible to the officer may be used as impact weapons in the manner prescribed in this Standard.
 3. An impact weapon will not be used, as a weapon, against non-combative persons.
 4. When using impact weapons, blows shall not be intentionally delivered to a person's head, neck or throat areas unless the use of deadly force is justified. Intentional strikes to the head, neck, or throat with an impact weapon are considered to be deadly force and shall only be used in compliance to Standard 1.3.2.
 5. The standard issue impact weapon of the Lakewood Police Department is the ASP expandable baton. Officers may carry a personally owned impact weapon. If an officer chooses to carry a personal impact weapon the purchase, care and maintenance of the impact weapon shall be at the officer's expense.

Officers may choose an expandable straight baton or a fixed straight baton. No other types of batons are authorized for duty. Officers choosing to carry a personally owned impact weapon shall follow the following guidelines.

- Only batons professionally manufactured for use as police impact weapons may be carried.
 - Officers choosing to carry a personal baton shall have the baton inspected by PSS and a member of the DT Cadre.
 - Any modifications to the baton, including caps, nubs, or other modifications shall be approved by PSS and a member of the DT Cadre.
 - Duty batons shall not exceed 28 inches when fully extended.
- D. Taser: Fully commissioned police officers, reserve officers, court compliance officers, and Animal Control Officers may carry or use Tasers. Community Service Officers (CSOs) are not authorized to carry or deploy Tasers. The Taser is considered a non-lethal weapon, highly unlikely to cause death or serious physical injury and intended only to temporarily incapacitate a violent or potentially violent subject. It is anticipated the appropriate use of the Taser will result in fewer serious injuries to both officers and subjects. Tasers are intended to provide officers with a force response option that may be appropriately used when necessary to confront any of the following circumstances:
- To overcome a subject's combative intent, physical resistance, and/or assaultive behavior, or
 - To control, disable or subdue persons bent on harming themselves or others, or
 - To provide self-defense.

At the same time, Tasers may not be used where statutory requirements for use of force cannot be satisfied. Examples include use of the Taser against passive subjects, or for the purpose of recovering evidence or, absent suspect resistance justifying the legal application of necessary force. In no situation are officers required to use less force than is being threatened by a subject.

Personnel must successfully complete a Department authorized training and certification course before they may use a Taser. Officers may only use a Taser issued by the Department.

Applications of the Taser are expected to conform to the principles outlined in the Departments' training and certification course, and be consistent with Department policy on the use of force. In deciding to deploy a Taser, officers should carefully evaluate conditions or factors they know or have reason to believe about subjects that may affect responses to the deployment or increase the indirect risks (such as injuries caused by a fall) of the deployment. Such conditions or factors include subjects who are: very old or very young; known to be pregnant; physically disabled; subjects in wheelchairs or other personal mobility devices; subjects known to have neuromuscular disorders such as multiple sclerosis, muscular dystrophy, or epilepsy; subjects known to be wearing pacemakers or other biomedical devices sensitive to electrical current; subjects suffering from a debilitating illness or medical condition; or drug users. In such cases the need to stop the behavior should clearly justify the potential for additional risks.

Animal Control Officers should consider that the use of a Taser against a human subject is for self-defense only. Lacking other means and authority to control an aggressive subject, the officer should plan an avenue of retreat and/or means to create distance for safety when the Taser is no longer deployed on the subject. In all cases of self-defense against a human subject, the Animal Control Officer shall disengage as soon as it is safe to do so and request back-up.

Furthermore, in deciding to deploy a Taser, officers should carefully evaluate the environmental conditions and physical settings in which they confront subjects. These may include a subject's exposure to flammables such as gasoline, gunpowder, explosives, or alcohol-based pepper spray that may be ignited from a spark; or the subject's position near a fire, stairwell, or swimming pool where the risks of secondary injuries from incapacitation or falls may be increased.

At the earliest practical opportunity, an LPD supervisor shall be notified of a potential for, or completed, less lethal Taser application and shall determine if it is necessary to respond to the scene. Where the above- noted conditions or factors are involved, a supervisor shall respond to the scene, documenting the on-site presence in the use of force packet.

After deploying a Taser against a subject, officers shall adhere to the practices described in Manual of Standards section 1.3.5 Post Use of Force Practices.

- E. Vascular Neck Restraint (VNR): Only officers trained in when to use, and how to apply the VNR are authorized to employ VNR techniques. Those officers authorized to employ the VNR will receive refresher training on an annual basis at a minimum.

The WSCJTC is the agency certifying instructors in the VNR and LPD DT Instructors must have a current VNR certification through the WSCJTC in order to teach VNR techniques and to certify officers in the VNR techniques.

Some types of neck restraint holds are considered a use of deadly force while others through technique and level of application are available for use at lower levels of force. "Bar arm" type chokes that compress the airway and other structures of the front part of the neck shall be considered a use of deadly force. The Vascular Neck Restraint (VNR) technique which applies pressure to the lateral portion of the neck and restricts blood flow to and from the brain shall not be considered a use of deadly force.

Absent justification for the use of deadly force the Vascular Neck Restraint is the only department authorized neck restraint technique. VNR is categorized into two levels of application:

1. Level I – Control - May be used to overcome active-static or active-egressive resistance.
2. Level II – Compression - May be used to overcome aggressive resistance or when other force options are ineffective.

As with all use of force incidents, uses of VNR will be documented in the general report citing the specific circumstances of use, the subject's actions, level of VNR applied, how quickly compliance was achieved, how compliance was indicated, whether or not the person was rendered unconscious, any injuries to the officer or to the subject, and if applicable, the name of the medical professional who examined the subject as well as the two hour observation of the subject after application. A copy of this report will be attached to the **Blue Team**. If the subject is screened by fire or hospital personnel, a copy of their evaluation should be given to the appropriate booking facility along with a medical records release form if this is obtained.

All subjects who receive an VNR application, regardless of whether they are rendered unconscious, shall:

- a. Be handcuffed (double locked and properly gauged).
 - b. Be screened by a hospital emergency room physician or other medical professional; the officer will advise the medical professional that a VNR has been applied to the subject.
 - c. If rendered unconscious, be under visual observation for two (2) hours following the application of the VNR. This observation period may include observation of the subject in the jail prior to placement into population. The officer observing the suspect will notify EMS and/or seek medical attention in the event the officer observes changes in the suspect's condition.
 - d. Have the VNR application noted on their booking form.
- F. Police Service Dog (PSD): Refer to Standard 41.1.4 for practices regarding applying a PSD as a use of force.
 - G. Specialty Munitions: Only fully commissioned personnel who have successfully completed departmentally approved training courses in the proper use and deployment of specialty munitions shall be authorized to use or deploy them.

1.3.5 Post Use of Force Practices (Also Refer to Standard 1.3.6 & 1.3.7)

Principle: The force response may cause injury to citizens and/or officers. Officers are obligated to render medical aid to any person who is under arrest and in medical need. In addition, a force response must be justified by the officer employing the force. The review of incidents involving the use of force allows the Police Department to ensure that force is being used

appropriately and to identify organizational needs (training, equipment, etc...) in this area. Officers should err on the side of caution and when in doubt, document the use of force.

Practice: Whenever an officer uses the below listed force, the following practices shall apply:


- Any use of physical strength, skill, or pain compliance techniques that results in a visible injury or complaint of injury
 - Any use of physical strikes (blows)
 - Any use of a less lethal weapon as identified in Standard 1.3.4
 - Any discharge of a firearm – except during departmental training or off-duty recreation
 - Any time multiple officers are required to overcome resistance
 - Any technique used to take the person to the ground
 - Any time multiple officers are required to overcome resistance
- A. Medical Assistance: Whenever there is a significant injury or loss of consciousness a medical response shall be requested immediately. If the person has received minor injuries or is complaining of injury, the officer shall offer to have medical aid respond for the subject. Officers shall make every effort to facilitate the rendering of aid to an injured person while maintaining necessary control of the person for safety reasons.
1. Taser Dart Removal:
- a. By Officers: Officers may remove the Taser darts from the person or his/her clothing when the darts have not struck sensitive areas. The darts shall be treated as contaminated bio-hazardous sharps.
 - b. By Medical Staff: If a dart(s) strike a suspect in a sensitive area (face, breast, genitals) the suspect shall be transported to a medical facility for the dart(s) to be removed. The darts will be collected as evidence and photographs of the injuries will be taken.
- B. Report to Supervisor: The officer shall report the incident to the on-duty patrol supervisor as soon as is practicable after the incident has been controlled. A supervisor shall respond to the scene whenever practicable, to ensure that the proper practices are followed, and evaluate the necessity for additional resources and/or investigation. Some circumstances warrant a supervisory presence and on-scene medical evaluation at the site of a Taser application. Such circumstances can include uses of the Taser on a very young or very old subject; where the officer has credible information on a subject's preexisting medical condition; on a subject found to have a special medical condition (for example, pregnancy or epilepsy) or a debilitating illness; or on a subject whose demeanor and response required repeated applications of the Taser and/or other uses of force. In situations where three or more Taser applications were required or where the noted factors or conditions of the Tasered subject are found to be present, a supervisor shall be called to the scene. When a supervisor cannot respond, as soon as possible they will conduct a thorough review of the force response.
- C. Written Report: Involved officers will be responsible for completing a Force Response Review. The review will include documentation of the events resulting in the force response, the type of force used, and the results of that force. Supervisors will review the report to ensure compliance with applicable policies and procedures and forward it up the chain. This should occur before the involved officer ends his/her shift. PSS retains the review to conduct its annual Force Response analysis.
1. Officers: All officers involved in an incident resulting in a force response shall complete a supplement to the police report regarding their involvement in the incident.
2. Supervisors:
- a. A more thorough investigation into the force response may be requested. Supervisors should collect the necessary information at the time of the incident to complete such an investigation.
 - b. The command staff should be notified of incidents where either the suspect or officer is seriously injured. Refer to Standard 12.1.2 to ensure proper Command Notification.

- D. Use of Firearm or Taser on an Animal: If an officer fires on an animal with his/her firearm or Taser a General Report is required. Additionally a department Force Response review is required. Following this procedure will ensure that discharges of firearms are reviewed, and that Taser applications are documented. This is especially important in the case of the Taser applications, so that Taser data downloads (by serial number) are accurate.



TO: Mayor and City Councilmembers

FROM: Courtney Brunell, Planning Manager and
David Bugher, Assistant City Manager

THROUGH: John J. Caulfield, City Manager 

DATE: June 22, 2020

SUBJECT: WSH Master Facilities Plan and SEPA Environmental Review

Purpose: The purpose of this memorandum is to provide the City Council with an update on the Western State Hospital (WSH) Master Facilities Plan, LU-20-00027 and SEPA Environmental Review, LU-20-00030.

Background: WSH is one of the largest in-patient psychiatric hospitals west of the Mississippi with more than 800 beds and 2,200 employees. WSH is one of two state-owned psychiatric hospitals for adults in the State of Washington. WSH provides services to individuals in 20 Western Washington counties; Eastern State Hospital, the other state-owned psychiatric hospital for adults, serves 18 counties in Eastern Washington. The Child Study and Treatment Center (CSTC) at WSH provides psychiatric services for children 5-18 years old throughout the state. The CSTC operates within the Department of Social and Health Services (DSHS) of the Behavioral Health Administration. It is the only state-operated and funded psychiatric hospital for children and youth who have psychological and safety needs that cannot be met in their community.

In 2018, Governor Jay Inslee announced that he would pursue a five-year plan to modernize and transform the state's mental health system and expedite efforts to end civil patient placements at the State's large hospitals by 2023 in favor of smaller community-based facilities that are either state- or privately- operated.

The existing Western State Hospital (WSH) Master Facilities Plan ("Master Plan") was approved in 1998 by the City of Lakewood. According to the associated Hearing Examiner Decision, dated August 10, 1998, the Plan was intended to be implemented within six years and thereafter updated by 2004.

Over the last decade, the City has worked with DSHS to extend the original Master Plan's implementation timeline and allow projects outlined in it to be completed. During this

time, DSHS has also completed several amendments to the Master Plan via conditional and administrative use permits but made no application, prior to February 2020, for a comprehensive Master Plan Update.

Project Description: In February 2020, DSHS planned to update the current WSH Master Plan. The Master Plan update proposes an expansion of the hospital capacity, including:

1. A new 350-bed forensic hospital on the property. This will require the demolition of several existing buildings on site;
2. A new 18-bed residential cottage at the CSTC; and
3. A new community residential treatment facility (RTF) of 48 beds, contingent on completion of a parallel study to site community facilities throughout the region. An RTF means a facility in which 24-hour on-site care is provided for the evaluation, stabilization, or treatment of residents for substance use, mental health, co-occurring disorders, or for drug exposed infants (WAC 246-337-005).

Long term, the state's goal is to transition the hospital to serve primarily forensic patients (those who have been processed through the criminal justice system) and fewer civil commitment patients, which make up the majority of the approximately 850 patients on site today.

To support the new buildings, infrastructure and circulation improvements are also included in the proposal.



Figure 13: Campus Framework Concept

Application Details:

Applicant and Applicant Agents: Bob Hubenthal, DSHS; Eric Ridenour, SRG Partnership.

Project Location: 9601 Steilacoom Blvd SW (APN#0220283026; -027; 0220321007; 0220321022).

Zoning: Public Institutional (PI). WSH and the CTSC are both essential public facilities.

Date Permit Application Received: February 14, 2020.

Date Application Deemed Complete: May 26, 2020.

Permits required: Master Facilities Plan, Design Review, Building Permits, Plumbing/Mechanical Permits, Electrical Permits by L & I, Site Development Permits, Right-of-Way Permit, Tree Removal Permit, Water Main Extension, and Sanitary Sewer Extension.

SEPA Lead Agency: City of Lakewood.

Proposed Action: The City of Lakewood is currently completing the first comment period, the Notice of Application (NOA), for both the SEPA environmental threshold and Master Facilities Plan.

Per RCW 43.21C.033 and LMC 18A.20.050 the City has 90-days from the date the application is deemed complete to issue a threshold determination. Any period during which the applicant has been requested by the City to correct plans, perform studies or provide additional information shall pause the 90-day clock. Additionally, the time may be extended if mutually agreed upon by the City and the applicant.

At this time, the City has requested a “pre-threshold consultation” with outside agencies as part of the NOA in order to have additional input and feedback on the proposal prior to issuing a threshold determination.

Public Outreach: Lakewood is seeking robust public comment and participation during the consideration of the WSH Master plan and related SEPA review, including:

- Local governments, tribes and agencies within the area WSH serves;
- Local and regional community and cultural organizations;
- Impacted workers unions;
- Health advocacy organizations;
- All City of Lakewood neighborhood associations;
- All property owners within 1000 feet of property;
- Posting in *The News Tribune*; and
- Postings on site.

Public Notice: Initiated on June 10, 2020. Notices were delivered digitally or via the mail to advertise a 30-day public comment period beginning June 10 and ending July 10, 2020.

How to comment: In order to increase document accessibility, the City created a website dedicated to the update, wshmasterplan.org, which hosts all of the submittal documents, outlines upcoming events, and provides the option for online visitors to easily submit comments. In addition to the website, comments are also accepted via email, or standard mail.

Important Dates/Next Steps:

Activity	Date
Completeness Letter Issued	May 26
Prepare notices	May 27- June 8
Public notice period	June 10- July 10
Staff reviews notices and prepares correction letter	July, 2020
Correction letter issued	August, 2020
WSH prepares revisions & submits to City of Lakewood	----
City reviews revisions and determines if a second comment period or additional revisions are necessary	Within 14 days of receipt of revisions
If no additional revisions are necessary, City issues threshold determination. ¹ Twenty-one (21) day appeal period begins.	Late summer- early fall, 2020
City Schedules public hearing date for Master Facility Plan.	Date has not been set
Public Hearing notice sent 15-30 days prior to public hearing	Date has not been set
City holds public hearing	Date has not been set

Attachments:

- WSH Master Plan

¹The threshold determination process is used to evaluate the environmental consequences of a proposal and determine whether the proposal is likely to have any significant adverse environmental impacts. The SEPA lead agency makes this determination and documents it as a: 1) Determination of Nonsignificance (DNS); 2) Mitigated Determination of Nonsignificance; or 3) a Determination of Significance (DS). A DS requires preparation of an Environmental Impact Statement (EIS). The EIS process, if initiated, must be completed within 24-months of the threshold determination date. See RCW 43.21C.030 (2).



Washington State
Department of Social
and Health Services

WESTERN STATE HOSPITAL
Master Plan 2020

07-MAY-2020

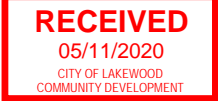


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EXECUTIVE SUMMARY

PROJECT NEED

The primary intent of this master plan is to accommodate a set of facility improvements to the existing Western State Hospital (WSH) campus in Lakewood, Washington. Many of the existing facilities are aging and no longer comply with federal standards for the care of mental health patients.

The approach to behavioral health care has also evolved, meaning that many of the WSH facilities are no longer well-suited to the provision of core services. Significantly, the State has adopted a new approach to behavioral health care, recognizing that the needs of “forensic commitment” patients (those accused of a crime) are different than those of “civil commitment” patients (those determined by the courts to be a potential danger to themselves or the public, but not accused of a crime).

A core goal of the new state policy is to distribute services for civil commitment patients throughout the state, so that patients can be near family and community support. The model for this care is a combination of community hospitals and residential treatment facilities of 16 to 48 beds each.

As new civil commitment facilities become available in western Washington, civil patient capacity at WSH will be reduced. Under this model, Western State Hospital itself will concentrate on treatment of forensic-commitment patients.

PROJECTS IN CURRENT DEVELOPMENT

Two projects are in development on the WSH site under approvals separately from this master plan:

- A 58-bed addition to the existing Center for Forensic Services (CFS) facility (“Building 28”) and renovations to Building 29, that will result in an additional 40-bed capacity.
- An 18-bed residential cottage for Child Study and Treatment Center (CSTC)

PROJECT DESCRIPTION

To address the needs described above, the master plan for WSH calls for a new 350-bed forensic hospital. This will include demolition of several existing buildings that are out-moded. At the CSTC, a second 18-bed residential

Table 1: Existing & Projected Bed Counts

Bed Type	Baseline		Master Plan		Long Term*
	2019	In Dev’t.†	Near Term	Mid Term	
			1-5 yrs.	6-10 yrs.	> 10 yrs.
Center for Forensic Services (CFS) Bldgs 21, 27, 28, 29	360	458	458	183	tbd
Civil Commitment Bldgs 17, 18, 19, 20, 21, 27 & 29	500	500	348	153	tbd
Child Study & Treatment Center (CSTC) Adolescent Services	47	65	65	65	83
New Forensic Hospital	0	0	0	350	350
New Community RTF	0	0	0	48	48
Total:	907	1,023	871	817	481+

* Long Term projections are beyond the planning horizon, provided for information only.

† See on page iii “Projects in Current Development” on page iii

cottage will be developed, as well as a treatment and recreation center.

The master plan also allocates space for a new community residential treatment facility (RTF) of 48 beds, contingent on completion of a parallel study to site community facilities throughout the region. With or without the community RTF, this plan projects a significant decrease in civil commitment patients served at WSH.

Taken together, the changes in WSH and CSTC facilities will support the patient projections shown in Table 1.

INFRASTRUCTURE & SUPPORTING SYSTEMS

In support of the primary program-based investments, infrastructure and circulation improvements are planned, including:

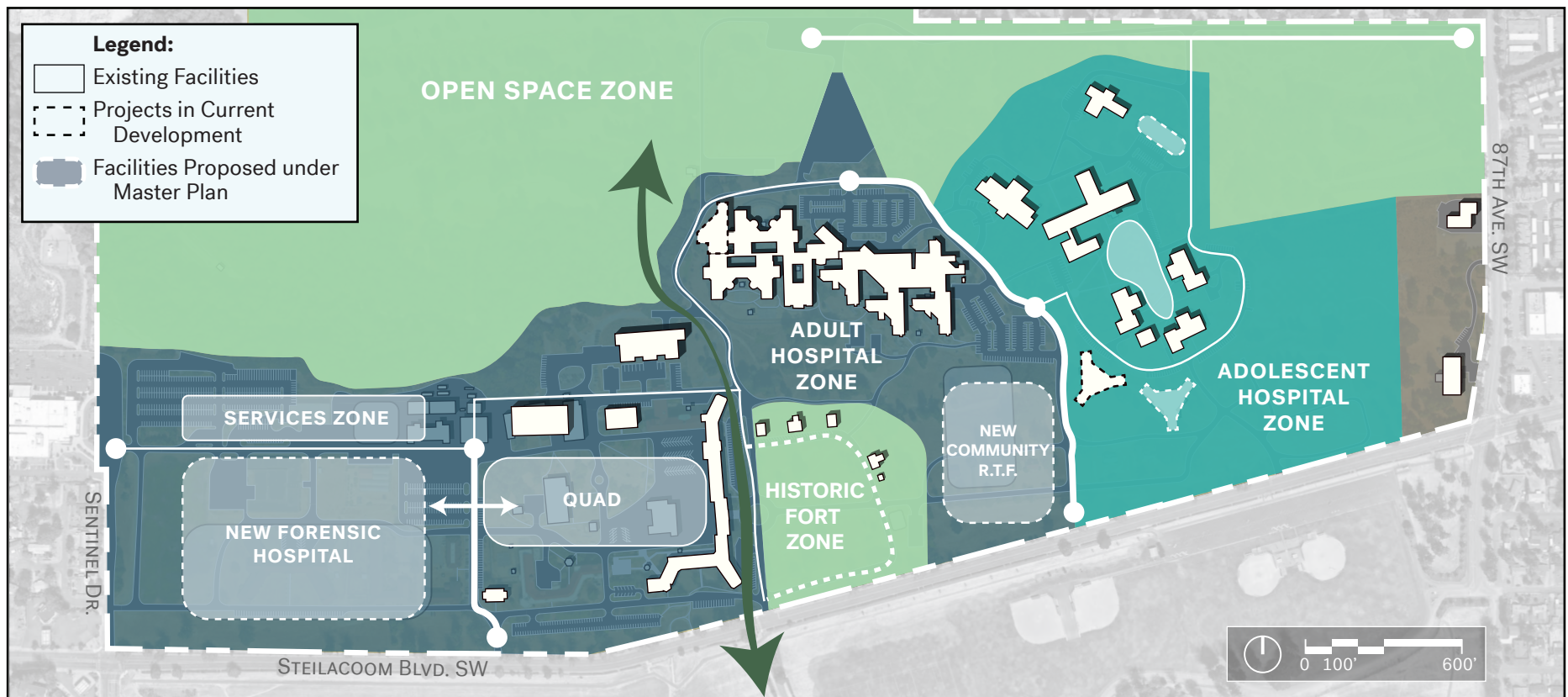
- Improved internal circulation for cars and other modes of travel
- Potential shifts in the vehicular access points to the campus to reduce congestion and direct site access to entries along Steilacoom Boulevard
- Parking to be updated, expanded and re-allocated to meet demand and reduce past informal parking practices on open space areas
- Upgrades to the sewer system and rainwater management infrastructure
- Improved gas and electricity service, as well as investments aligned with the State's net zero energy policy
- Improved public access to extant facilities associated with historic Fort Steilacoom
- Continued access to open space and recreational lands on the northern area of the site
- Protection of natural resources on and bordering the site

- Evaluating the potential for conversion of water service from the existing on-site system to the Lakewood Water District system

APPROVALS PROCESS

This campus master plan has been prepared for submission to the City of Lakewood for approval, consistent with the state Growth Management Act and policies stemming from that Act at the local, county and regional level. Primary requirements of these policies are addressed in the "Planning Regulatory Context" section.

Western State Hospital, the Child Study and Treatment Center and the new Residential Treatment Facility are recognized as "Essential Public Facilities" under these policies. As a state facility, the requirements of the State Environmental Protection Act (SEPA) apply to this state facility.



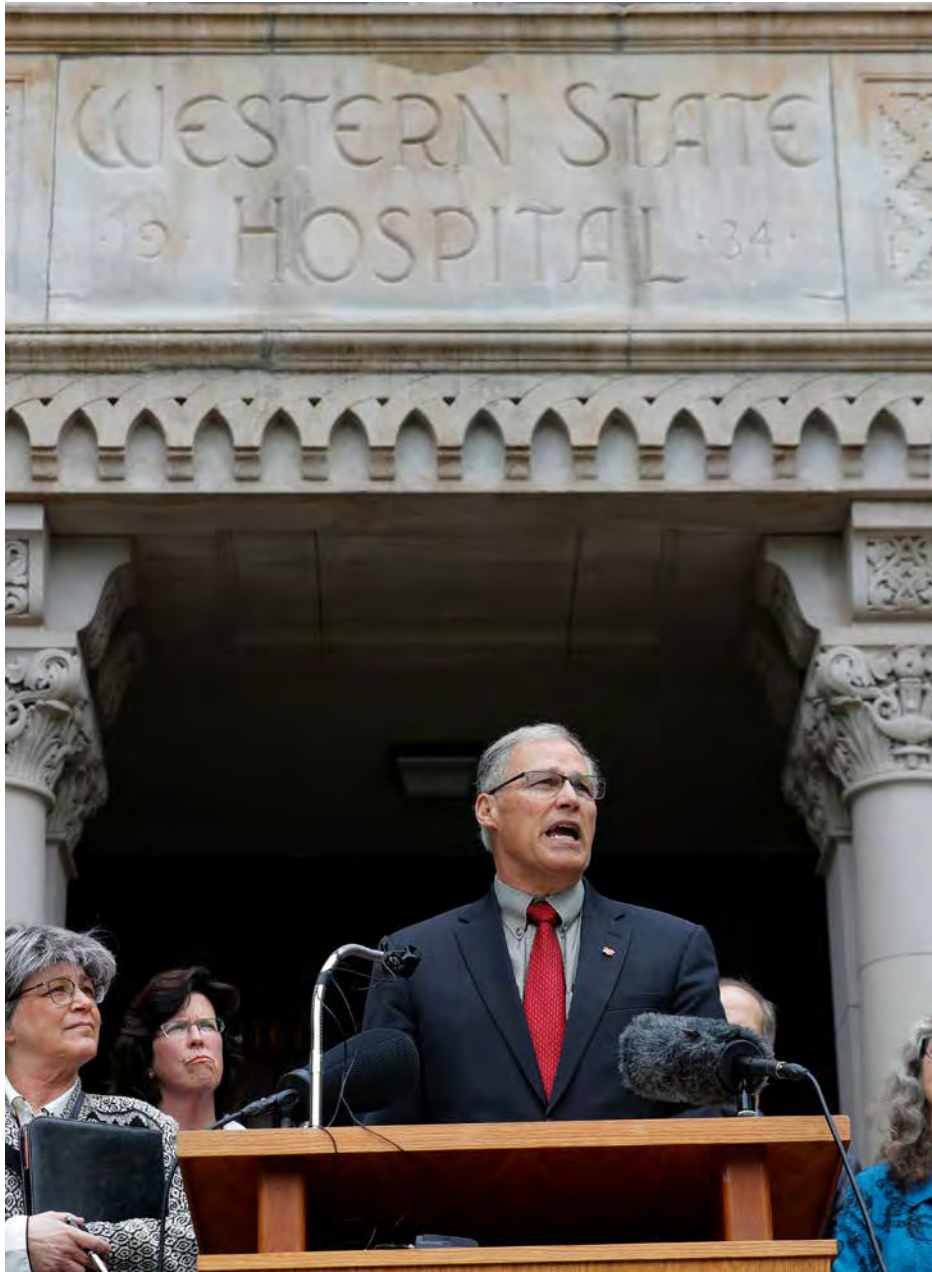


Figure 2: Governor Inslee at Western State Hospital, May 2018
The governor announced the State's new approach to behavioral health care.

PLANNING CONTEXT

Introduction

In May of 2018, Governor Jay Inslee came to Western State Hospital (WSH) to make a significant policy statement, launching a major shift in how the State of Washington will manage behavioral health going forward.

This policy shift recognizes that the needs for patients committed on a 'civil' basis are different than the needs of patients with a 'forensic' commitment. The Department of Social and Health Services (DSHS) - with other state agencies and community partners - is charged with developing new facilities to be distributed throughout the state to serve the civil commitment patients.

Under the new policy, WSH itself is to be modernized with new facilities. This master plan identifies facilities investments needed to modernize the WSH campus recognizing the fact that many of the legacy facilities are poorly suited to contemporary treatment practices and the significant existing investments in the existing campus.

PURPOSES OF THE MASTER PLAN

This master plan for the WSH campus is both an internal guiding document for DSHS to guide facility investments and a land use plan for coordination with local and regional jurisdictions.

Washington's Growth Management Act (GMA) requires county and municipal governments to engage in comprehensive planning, and requires that planning be integrated with state agencies. State agencies are specifically required to comply with local comprehensive plans*.

WSH is located in Pierce County and the City of Lakewood (see "Figure 3: Regional Vicinity" on page 2). This plan has been developed to comply with the current adopted plans of those jurisdictions. Coordination with regional plans is also addressed (see "Planning Regulatory Context" on page 5 for more detail).

* RCW 36.70A.103 This code section also clarifies that local compliance does not affect the state's authority to site essential public facilities.

DSHS Mission, Vision, & Values

Mission

As a Department we are tied together by a single mission: to transform lives. Each administration within DSHS has a refined focus on this mission. Individually we have the following missions:

- Aging and Long-term Support Administration – to transform lives by promoting choice, independence and safety through innovative services.
- Behavioral Health Administration – to transform lives by supporting sustainable recovery, independence and wellness.
- Developmental Disabilities Administration – to transform lives by creating partnerships that empower people.
- Economic Services Administration – to transform lives by empowering individuals and families to thrive.
- Facilities, Finance and Analytics Administration – to transform lives by promoting sound management of Department resources.
- Office of the Secretary – to transform lives by helping those who serve succeed.

Values

DSHS is also tied together by the following set of values:

- Honesty and Integrity – because leadership and service require a clear moral compass.
- Pursuit of Excellence – because it is not enough to get the job done, we must always challenge ourselves to do it better.
- Open Communication – because excellence requires teamwork and a strong team is seen, heard and feels free to contribute.
- Diversity and Inclusion – because only by including all perspectives are we at our best and only through cultural competency can we optimally serve our clients.
- Commitment to Service – because our challenges will always exceed our financial resources, our commitment to service must see us through.

Vision

- People are healthy.
- People are safe.
- People are supported.
- Taxpayer resources are guarded.

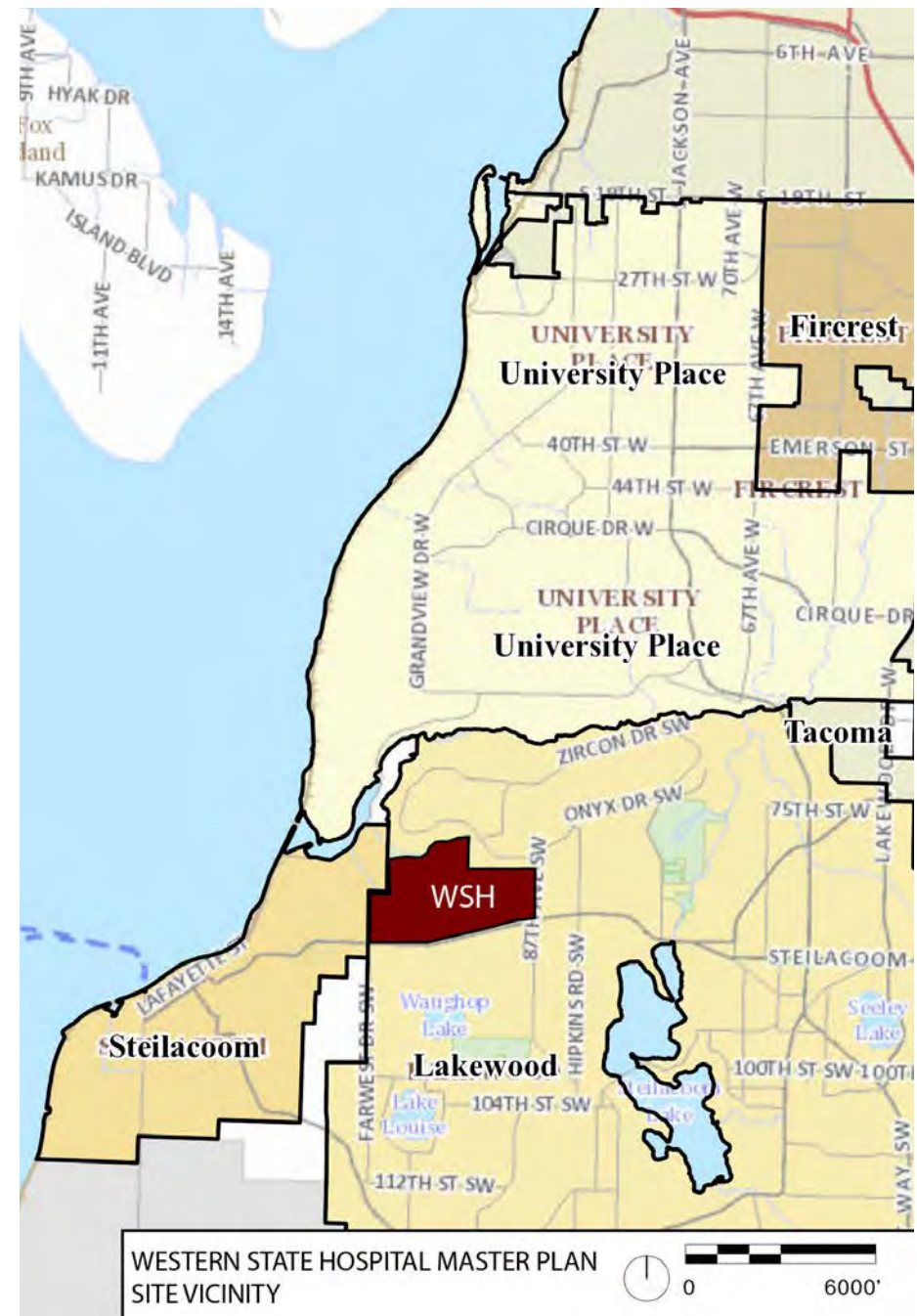


Figure 3: Regional Vicinity
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Historic Preservation Initiatives

Multiple organizations are working to preserve and interpret the history of the Fort Steilacoom/WSH site.

- The **Historic Fort Steilacoom Association (HFSA)** is dedicated to preservation of elements of the fort itself. The Association operates the Fort Steilacoom Museum, focusing on the four extant cottages and associated grounds - a portion of the former parade grounds - immediately east of Circle Drive. The HFSA seeks to create a visitor center in this area to expand its interpretive efforts.
- A committee of WSH staff manages elements considered by DSHS to be of historical significance to the hospital.
- The **Grave Concerns Association** is engaged in the Western State Hospital Cemetery Restoration Project, which is located at Fort Steilacoom Park, south of Steilacoom Boulevard and east of Lake Waughop. This site is the burial site of patients associated with the hospital. By contrast, the smaller cemetery on the WSH grounds is associated with early American settlers in the area.

Registrations

The WSH grounds and surrounding area are listed on the National Register of Historic Places (NRHP) and Washington Heritage Register (WHR) as the Fort Steilacoom Historic District.

The structures listed as 'Primary' in the NRHP listing are:

- "Ft. Steilacoom Officers Row" — the four surviving 1-story cottages constructed in 1857.
- State Hospital Buildings — specifically, the morgue and bakery, dating from 1887-89.

Additional structures are listed as 'Secondary' in the NRHP listing, including several proposed for demolition/removal in this master plan.

The 2008 Cultural Landscape Assessment identified multiple facilities of the hospital as 'Contributing' to the historic character of the WSH campus, and recommends a period of significance dating up to 1961.

HOSPITAL HISTORY

Western State Hospital has grown over its history, in response to both growing demand and changes in treatment practices.

The site that houses Western State Hospital was developed for agriculture by Euro-American settlers. The U.S. government developed Fort Steilacoom beginning in 1849 (see sidebar "Site History: Timeline"). Several facilities are extant from the Fort's era and are identified as an historic resource. In 2008 a cultural landscape assessment* was prepared, followed in 2011 by a resource management plan† detailing the status of historic resources and identifying priorities for preservation.

The hospital was established in the 1870's, growing in cycles over the decades. The most prominent building - Administration Building #2 - was built in the 1930's, replacing a prior building on the same site. The Administrative Building faces the parade grounds of the former fort.

In recent years, WSH has been challenged to adapt to contemporary models of care, in part due to the out-dated facilities. The State has committed to reinvesting in behavioral health care through a combination of distributed residential treatment facilities and new hospital facilities for forensic care patients.

Physical growth has included the addition of multiple support facilities to the west of the main administration building, and later companion facilities have been developed in separate clusters to the east. These include the Child Study & Treatment Center (CSTC), as well an "East Campus" cluster at Buildings 28 & 29.

* Western State Hospital Cultural Landscape Assessment

† Western State Hospital Cultural Resource Management Plan, by MSGS Architects

Site History: Timeline

Pre-1840s	Steilacoom tribe active in the area
1840s	Early Euro-American settlers
1849-68	Site used as Fort Steilacoom
1871	Hospital established by Washington Territory as "Insane Asylum"
1870s	WSH patients and staff clear nearby lands for agriculture, establishing vegetable gardens and orchards and starting a farming operation that would last until 1965.
1886-87	Administration Building #1 built
1889	Washington statehood; the facility is renamed Western State Hospital
1880s-90s	Significant growth in facilities
1914-16	Rock wall and gates built on south of campus
1930s-40s	Expansion utilizing WPA & CCC, including infrastructure upgrades, i.e. wells and pipe system.
1934-35	Main wing of Administration Building #2 built, with WPA grant, replacing earlier Administration Building on the site. Additional wings added over time.
1950s-60s	Expansion to west to meet growing need for additional wards. Former Military Cemetery remains relocated to S.F. Presidio, to accommodate commissary expansion.
1965	On-site Farm closed after declining use.
1982	Building 29 constructed for geriatric patients
2000	CFS Building 28 constructed



Figure 4: Administration Building, circa 1892
(Source: Pacific Coast Architecture Database commons.wikimedia.org)



Figure 5: Fort Steilacoom circa 1960
(Source: fortwiki.com, Creative Commons)

Planning Regulatory Context

CITY OF LAKEWOOD

The Western State Hospital campus lies within the City of Lakewood. The City's Development Code includes the following provisions that are particularly relevant to this master plan:

- Comprehensive Plan (Future Land Use) Designation: Public & Semi-Public Institutional, and;

Designation of the surrounding Oakbrook/Fort Steilacoom area as a Center of Local Importance (CoLI), which recognizes the role of civic facilities such as the hospital, Pierce College - Fort Steilacoom, and the historic Fort Steilacoom lands, among other uses.

- Zoning Designation: Public/Institutional (PI):

This designation allows for continued use of lands for public uses if legally existing prior to adoption of the zoning code (18A.30.830.1.a.), as well as recognized Essential Public Facilities (18A.30.830.1.b.). Both of these provisions apply to WSH lands.

- Lands zoned PI and over 20 acres in aggregate are required by Lakewood Zoning to be governed by a master plan (18A.30.840.B.).

Policies related to a master plan for an essential public facility include:

- Requirement to provide an Operational Characteristics Description;
- Requirement for a Compatibility Study;
- Adaptive Reuse of facilities would require an amendment to the adopted master plan.
- Provision for multi-modal transportation;
- Provision of utility infrastructure, roads and emergency services;
- Public safety and safety of visitors and staff;
- Protection of critical areas and provision of usable open space.

Compatibility of Uses

Lakewood's Development Code requires that the following criteria be addressed as part of a Compatibility Study for an Essential Public Facility (18A.40.060.B.6.):

- a. The purpose of the proposed essential public facility civic use;
- b. An operational characteristics description of the proposed essential public facility civic use and an operational characteristics description of the existing use or uses;
- c. An evaluation of the potential effects of the proposed essential public facility civic use upon the existing use or uses;
- d. An evaluation of the potential effects of the proposed essential public facility civic use upon the adjacent properties;
- e. An evaluation of the potential effects of the proposed essential public facility civic use upon at-risk or special needs populations, including but not limited to children and the physically or mentally disabled; and
- f. Identification of any applicable mitigation measures designed to address any potential effects identified through the evaluation required herein.

Each of these six criteria are addressed below:

- a. Purpose of the Proposed use:

The master plan does not propose a change in the general use of the site, but does propose modernized facilities to improve care within the facilities. The Goals and Purpose of the developments under the plan are to modernize existing facilities, addressing deferred maintenance and adapting to new models of care for behavioral health.

In the process, multiple facility improvements will be made, including:

- Demolition of several buildings
- Improved circulation and parking
- Improved access to historic facilities of public interest
- Improved security measures

These are more fully described in the sections "Goals & Project Needs" on page 19 and "Facilities Development" on page 25.

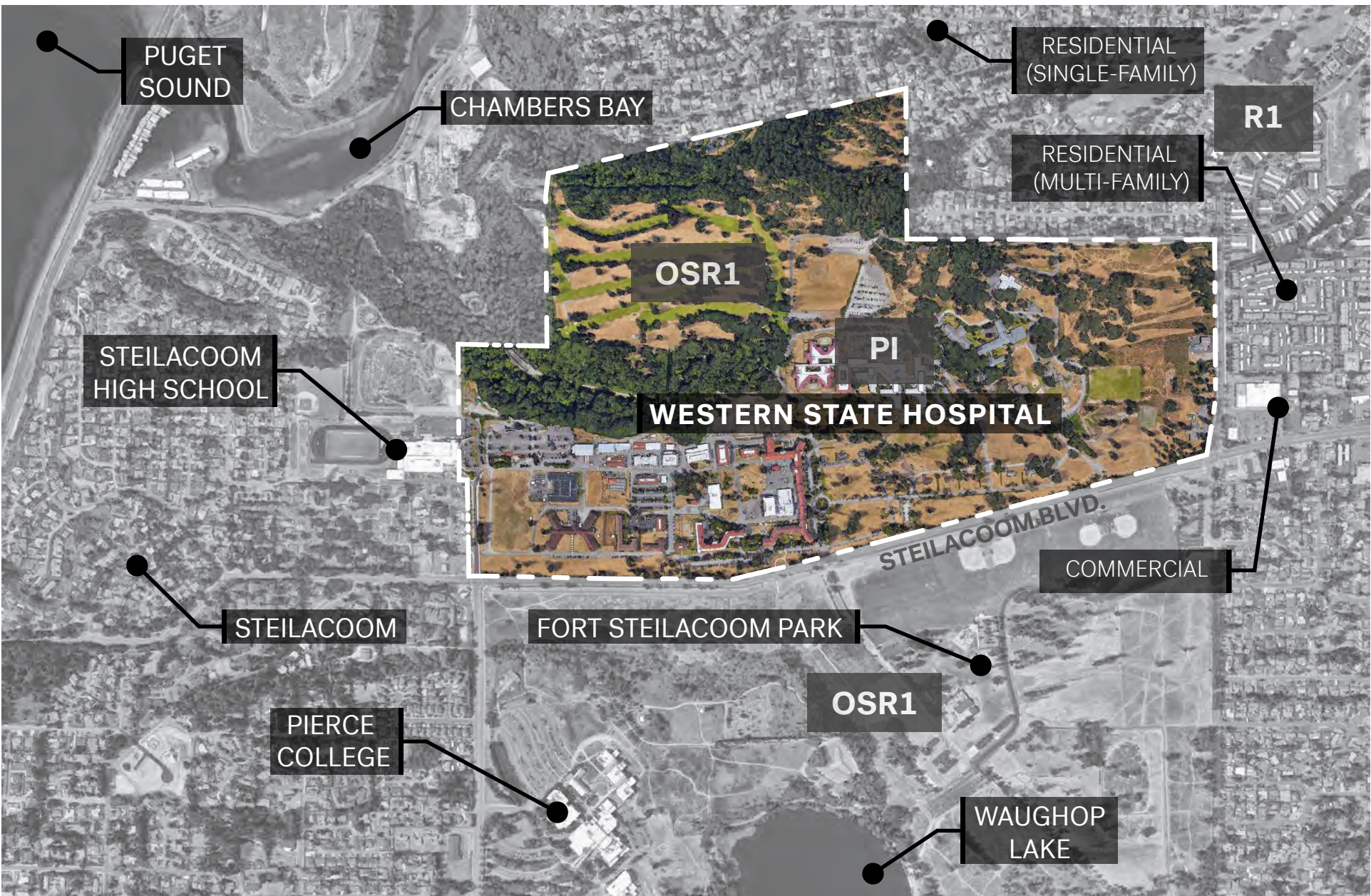


Figure 6: Site Context & Surrounding Uses

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b. Operational Characteristics

These are fully described in the section “Operational Characteristics Description” on page 28.

c. Potential Effects on Existing Uses

The proposed uses are explicitly to modernize the Hospital’s facilities. The new facilities will be fully integrated with those existing facilities that will remain.

d. Potential Effects on Adjacent Properties

Given the age of the hospital, the surrounding uses have changed through economic expansion and local planning over its history. Current surrounding uses are indicated in Figure 6.

The effects from this plan and related projects should be neutral to positive on surrounding areas. Programs provided will be internal to the WSH campus.

Travel to and from the campus will be similar to current patterns, with potential improvements from potential changes in entry points (see item f, below).

e. Potential Effects on At-Risk & Special Needs Populations

The Hospital’s purpose and program directly serve a segment of Washington’s special needs population, specifically those with behavioral health needs. The investments being proposed are being made to improve the delivery of those services.

With regard to children, the WSH site includes the Child Study & Treatment Center (CSTC), which provides services to minors with behavioral health treatment needs.

f. Applicable Mitigation Measures

The modernization of the facilities is largely “self-mitigating”, in the sense that consolidation of program into a contemporary facility, with enhanced security will further reduce any potential effects of the WSH operations on the surrounding community.

Regular staff access to the campus from the east (87th Ave.) and west (Sentinel Drive), will be reduced by access control, and changes to the access points from Steilacoom Blvd. are suggested to reduce congestion along that route.

PIERCE COUNTY

Pierce County also has regulatory jurisdiction affecting WSH planning. The primary planning policy for the County is the **Countywide Planning Policies for Pierce County, Washington**. One key section of that policy addresses the “Siting Of Essential Public Capital Facilities of a Countywide Or Statewide Significance”.

Key provisions of the Essential Public Facilities (EPF) policy dictate that:

- EPFs must have a useful life of 10 years or more and must serve the entire County, multiple counties, or the whole state (Policy EPF-1.1.)
- County and local implementing policies shall require that: *“the state provide a justifiable need for the public facility and for its location in Pierce County based upon forecasted needs and a logical service area, and the distribution of facilities in the region and state.”* (Policy EPF-3.1.)
- *“A requirement that the state establish a public process by which the residents of the County and of affected and ‘host’ municipalities have a reasonable opportunity to participate in the site selection process.”* (Policy EPF-3.2.)

KEY EVALUATION CRITERIA

As identified in Pierce County requirements (Policy EPF-4), a master plan for Essential Public Facilities should address the following. For each item, the reader is directed to the pertinent information.

- Specific facility requirements:
 - Minimum acreage
See “Facilities Development” on page 25.
 - Accessibility; transportation needs and services
See “Access, Circulation, & Transportation” on page 31.
 - Supporting public facility and public service needs and the availability thereof
See “Utilities & Infrastructure” on page 39.
 - Health and safety
Behavioral Health is a primary function of the facility, See “Western State Hospital Goals” on page 19 for a description of care.
For safety and security measures, refer to “Site Security” section
 - Site design
See “Figure 13: Campus Framework Concept”, “Figure 16: Master Plan Development” and “Open Space & Landscape” section.

- Zoning of site
Public/Institutional. See Figure 9.
- Availability of alternative sites; community-wide distribution of facilities.
For a discussion of site selection criteria, see the sub-section “Facility Siting” on page 19.
- Natural boundaries that determine routes and connections as described in “Hospital History” and illustrated in “Western State Hospital Lands”
- Impacts of the facility:
 - Land use compatibility
The site is specifically zoned for Public/Institutional uses
 - Existing land use and development in adjacent and surrounding areas; existing zoning of surrounding areas; existing Comprehensive Plan designation for surrounding areas
See “Figure 6: Site Context & Surrounding Uses”
 - Present and proposed population density of surrounding area
 - The residential areas to the north and east of the site are single-family and low-rise multi-family estimated to range in density from 4 to 15 units per gross acre.
 - Environmental impacts and opportunities to mitigate environmental impacts
A summary of potential impacts is included in the SEPA checklist, included in the Appendices to this report.
 - Effect on agricultural, forest or mineral lands, critical areas and historic, archaeological and cultural sites
No agricultural, forest or mineral lands are impacted by this campus redevelopment. Parts of the site are within the Fort Steilacoom Historic District, which is on the National Register of Historic Places as well as the Washington Heritage Register. See “Documentation of Listed Structures” on page 27.
 - Effect on areas outside of Pierce County
WSH serves needs throughout the western portion of the state, and will continue to do so for forensic patient services. The State is studying a revised care model for civil commitment patients that would distribute services to multiple localities, throughout the state. That process is proceeding in parallel to this planning process.
 - Effect on designated open space corridors
- The currently designated open space is not proposed for development in this plan. The plan proposes increasing public access to connect between open space areas to the south - Fort Steilacoom Park - and the ravine to the north, which in turn connects to Chambers Bay.
- “Spin-off” (secondary and tertiary) impacts
The only potential “spin-off” from the modernization investments on the WSH campus would be the increased distribution of facilities serving civil commitment patients. As described in the program, one community treatment facility of 48 beds may be accommodated on the campus, while others would be developed in other communities around the state.
- Effect on the likelihood of associated development being induced by the siting of the facility
Since staffing is not projected to grow significantly, a growth inducement impact is not expected. Staff spending in the community is anticipated to remain fairly constant, as the plan does not propose significant new amenities on campus that would shift patterns of behavior.
- Impacts of the facility siting on urban growth area designations and policies:
 - Urban nature of facility
The hospital’s services are an urban use, and there are direct benefits to patient care by being near the state’s major population centers. The ability of family and friends to readily visit patients is a factor in their care and recovery.
 - Existing urban growth near facility site
Surrounding uses include single-family and multi-family housing to the east and northeast, commercial development along Steilacoom Boulevard to the east, open space and a campus of Pierce College to the south, and Steilacoom High School to the northwest. All of these uses post-date the hospital’s presence on the site and its last major period of growth.
 - Compatibility of urban growth with the facility
The proposed uses in the area surrounding the hospital are similar to existing adjacent uses.
 - Compatibility of facility siting with respect to urban growth area boundaries

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The facility is being sited on the existing WSH campus, generally infilling over existing structures and sites of existing buildings to be demolished. There is no shift in siting relative to the urban growth area boundaries.

- o Timing and location of facilities that guide growth and development. The projected timing of the WSH facilities are indicated in Table 1 on page iii.

REGIONAL PLANNING

The Puget Sound Regional Council (PSRC) provides coordination across the region, focusing on growth management, economic development and transportation.

PSRC policy documents include:

- Vision 2050, draft plan (Summer 2019)

The draft plan identifies Lakewood as one of 16 “core cities”, a category of major cities second only to the largest “metropolitan cities” in their influence on the economy.

- Vision 2040 - the fully adopted regional growth strategy, preceding the current Vision 2050 process
- Regional Transportation Plan (adopted 2018), prioritizing transportation investments

PSRC’s draft Vision 2050 plan extends policies from the Vision 2040 plan calling for growth to be concentrated in established urban areas, protection of existing open space and sprawl reduction.

STATE OF WASHINGTON

Land Use in Washington is governed primarily by the Growth Management Act (GMA). This law establishes the requirements for planning by cities and counties, and requires that agencies of the state comply with local comprehensive plans and development regulations.(RCW 36.70A.103).

State law also addresses the siting of Essential Public Facilities, requiring that “each county and city ... shall include a process for identifying and siting essential public facilities” (RCW 36.70A.200).

Additional requirements derive from the State Environmental Protection Act (SEPA), specifically to assess the potential impacts of planned development on natural systems and related infrastructure. A SEPA checklist is included in “Appendix 2: SEPA Checklist”.

COORDINATION WITH OTHER JURISDICTIONS & AGENCIES

Entities that will be affected by this plan were contacted as the plan took shape, to hear their issues of interest or concern, and these meetings will continue through the master plan review process. These meetings are summarized in “Appendix 1: Stakeholder Meetings” and updates to this appendix will be provided as additional meetings are held.



Figure 7: Western State Hospital, aerial view

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Existing Conditions

SITE OVERVIEW

The full WSH campus site is about 288 acres in size. Table 2 on page 12 details the site area by parcel number and City zoning designation. As a legacy of the site's gradual evolution, the WSH campus includes many facilities from different eras and functions.

The total building area serving DSHS programs is 1,435,000 gross square feet (GSF). Table 3, along with Figure 11 and Figure 12 list the existing facilities on the campus, including their current function and year built. This master plan addresses replacement and/or renovation of those facilities that have significant deferred maintenance, and especially those that are poorly suited to providing restorative care to patients.

OPEN SPACE AREAS

The northwestern area of the site includes open spaces of varying types. The former golf course is zoned for open space uses, and the ravine to its south is an area of sensitive lands, with steep slopes around the gulch that holds Garrison Springs, site of a fish hatchery dating from the 1970s.

FORT STEILACOOM LANDS

While much of Fort Steilacoom laid on lands south of what is now Steilacoom Boulevard, the area immediately east of the main Administration Building includes a core cluster of historic cottages dating from the original fort settlement. The Fort Steilacoom Historic Association has stated a preference to restore this area to be an open parade grounds type of environment. This initiative would remove roads from the area. This objective is reflected in the planning for the hospital's facilities and circulation planning.

Three other key historic facilities are extant west of the Administration Building: i) a settlers' cemetery, ii) a morgue structure immediately adjacent of the cemetery, and iii) a former bakery/butchery structure from the early hospital era. This plan seeks to protect those and ultimately to make them more accessible to the public.

COTTAGE ROW

Two sets of cottages exist to the east of the Administration building:

- A set of four dating from the Fort Steilacoom era (1850s) and organized in a partial crescent around a central open space and allée of trees

This group is managed by the Fort Steilacoom Historical Society, along with other areas associated with the fort. The hospital and DSHS are collaborating with the society on preservation of these facilities.

- A linear row of cottages along Cottage Row to the east of the Fort-era structures, dating from the 1930s

This latter group were built to house hospital staff, are vacant and are no longer contributing to the hospital's functions.

EAST CAMPUS EDGE

Two independent facilities are on campus lands facing 87th Avenue SW:

- A fire station operated by West Pierce Fire & Rescue
- Oakridge community facility, operated by the Department of Children, Youth and Families.



Figure 8: Fort Steilacoom cottages on the WSH campus

Table 2: WSH Parcels & Land Area

Zoning	Tax Parcel Number	Land Acres
PI*	220321022	215.71
OSR	220283027	29.75
	220321007	36.73
	220283026	6.15
All OSR		72.63
Total		288.34
* Includes approximately 25 acres in Sensitive Areas/Steep Slopes		

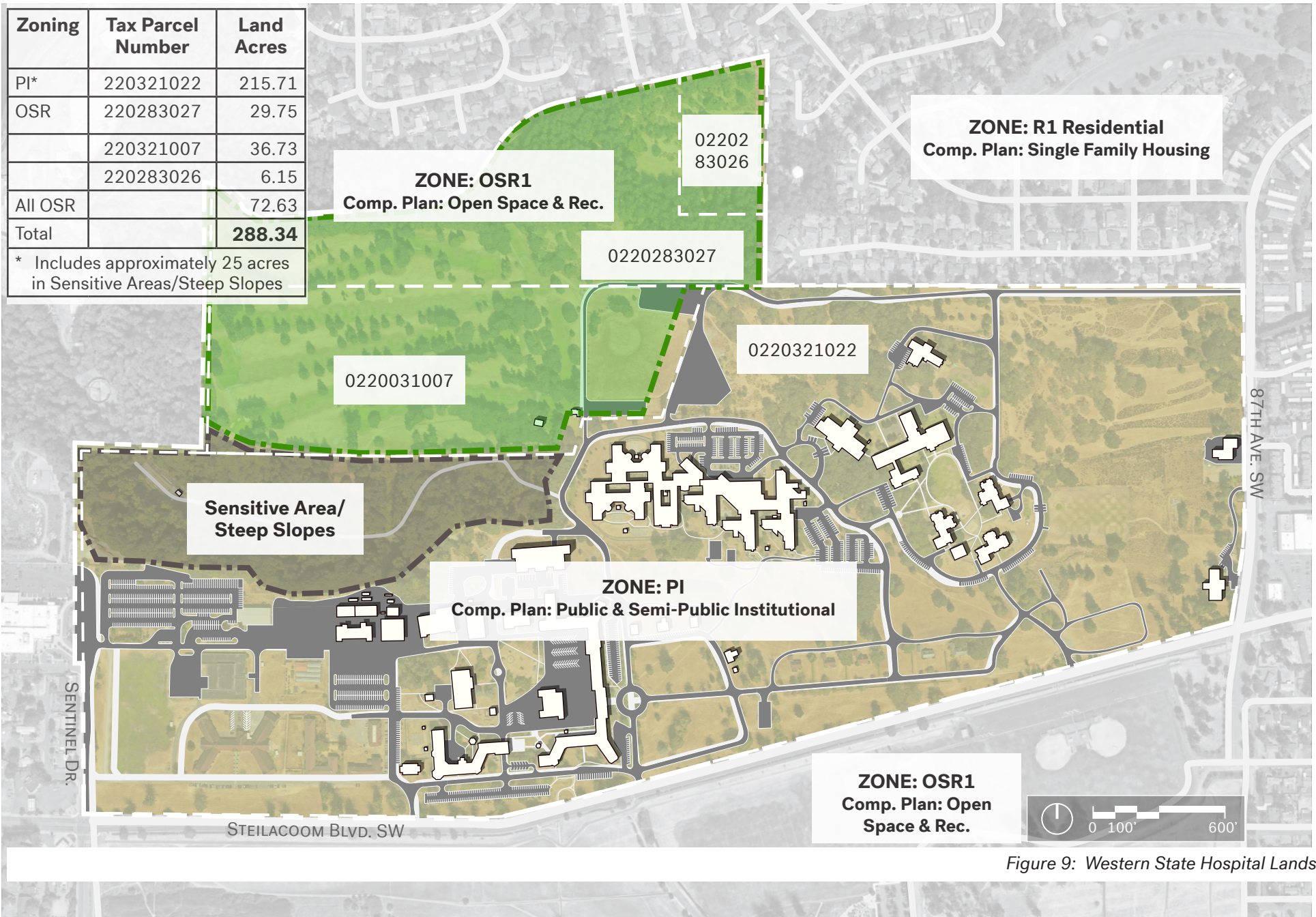


Figure 9: Western State Hospital Lands

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Figure 10: Existing Facilities

LEGEND

- - Fort / Historic
- - Early WSH
- - WPA Era
- - Post WWII
- - Post 1980
- ▨ - Historic Asset (Primary)*
- - Listed as Historic Asset (Secondary)*



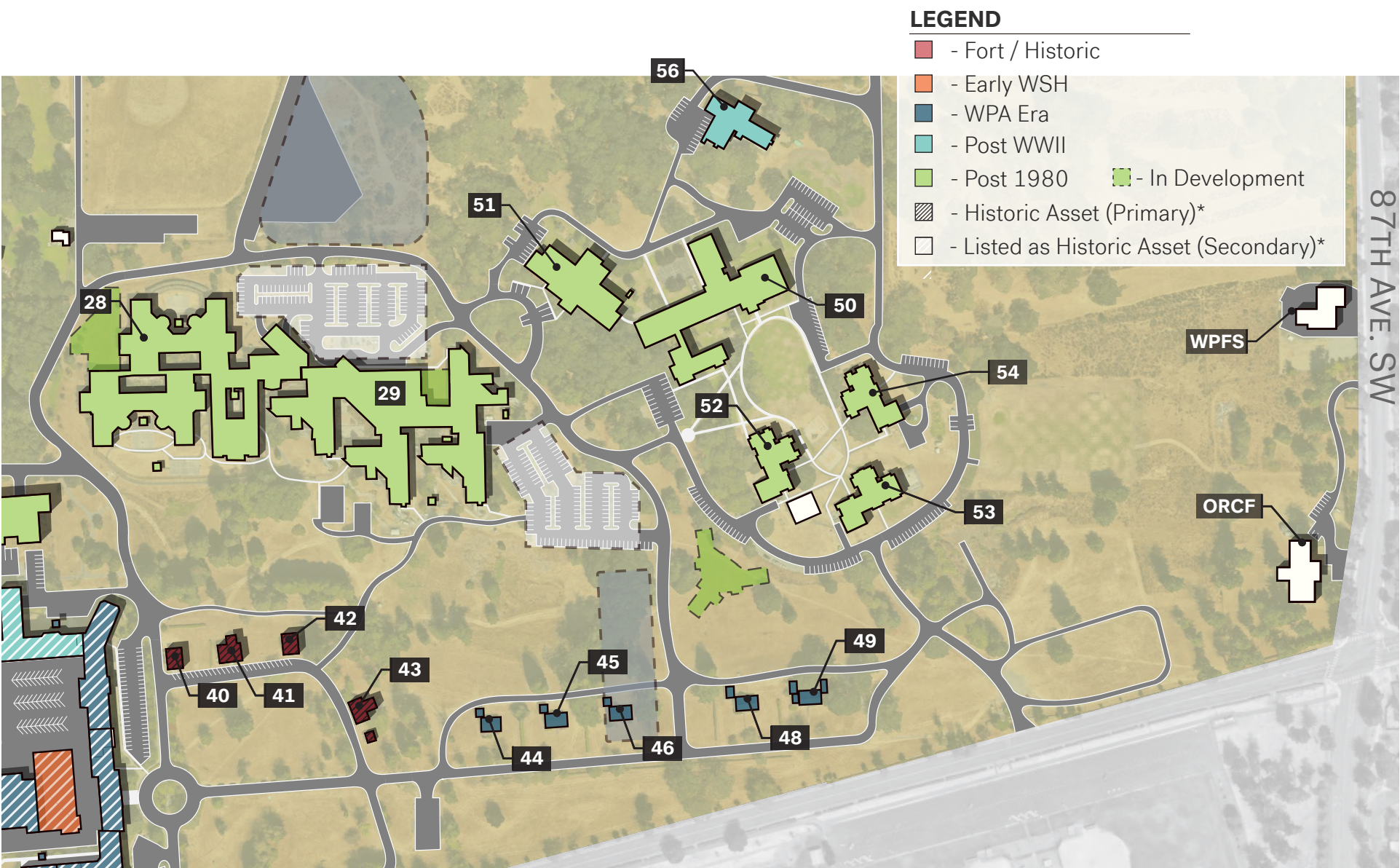
* Facilities listed as historic assets are as determined in the listing of the Fort Steilacoom Historic District for National Register of Historic Places and/or the **Western State Hospital Cultural Landscape Assessment**. See "Documentation of Listed Structures" on page 27

Figure 11: Existing Facilities, West Campus

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Table 3: Existing Buildings

Bldg.	Building Use	Built	GSF	Bldg.	Building Use	Built	GSF
1	MOD Maintenance Office	1937	7,623	24	Employee Health, Infection Prevention & Patient Financial Services	1937	11,149
2	MOD Storage	1958	3,936	25	North West Justice, Legal Services, & Department of Assigned Council	1938	22,001
3	MOD Plumbing, Garage, Glass, Sign, Paint & Machine Shops	1917	9,382	26	Vacant - Not in Use	1945	75,644
4	MOD Boiler House	1917	26,376	27	WSH: Patient HMH Wards W1N & W1S and Fort Steilacoom Residential Treatment Facility	1960	41,144
5	MOD Laundry & Grounds Shop	1917	19,892	28	Center for Forensic Services Patient Wards F1 - F8 & Treatment Mall	2000	202,160
6	Art Center, Infinity Center, Beauty/Barber Shop, etc.	1933	31,797		Patient Wards F9 & F10	2020	40,742
8	Library, Key Shop & Staff Offices	1948	25,448	29	CFS Patient Wards E1 - E8, Treatment Mall & Clinic	1982	158,111
9	Staff Offices	1948	114,327	30	Connex Container: Emergency Management Supplies	2016	160
10	Staff Development Training Center & HMH Carpentry	1960	41,227	31	Connex Container: Emergency Management Supplies	2016	160
11	Commissary	1934	22,620	32	Inventory Control Warehouse	1985	6,161
12	MOD Storage	1986	1,560	33	MOD Life, Health & Safety Shop	1979	5,600
13	Pharmacy & Central Services	1975	15,235	34	MOD Carpentry Shop	1972	5,641
14A	Vacant - Historic Bakery	1904	880	35	Maintenance Materials Warehouse & HMH Program Space	1982	12,000
14B	Vacant - Historic Morgue	1888	1,516	36	MOD Main Chiller Plant	1994	2,079
15	Green House & Industrial Hygienist	2000	1,826	37	Prime Mover Enclosure: Generator No. 1	1994	476
16A	Main Kitchen & HMH Java Site	1908	33,275	38	Prime Mover Enclosure: Generator No. 2	1994	476
16B	Staff Offices, Fashion Center & Laundry Folding	1930	18,180	40	Historical Society Cottage No. 1	1855	2,602
17	Patient Wards & Treatment Mall	1934	44,091	41	Historical Society Cottage No. 2	1855	3,400
18	Communications Center & Administration Offices	1938	36,662	42	Historical Society Cottage No. 3	1855	2,600
19	Patient Wards C1 - C3	1938	46,633	43	Historical Society Cottage No. 4	1855	3,450
20	Patient Wards C4 - C6	1934	44,328				
21	Patient Wards S1 - S10	1948	149,865				
22	Patient Support Center	2019	48,190				
23	Chapel	1925	7,492				



* Facilities listed as historic assets are as determined in the listing of the Fort Steilacoom Historic District for National Register of Historic Places and/or the **Western State Hospital Cultural Landscape Assessment**. See "Documentation of Listed Structures" on page 27

Figure 12: Existing Facilities, East Campus

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Table 3, continued

Bldg.	Building Use	Built	GSF	Bldg.	Building Use	Built	GSF
44	Vacant: Cottage No. 5	1934	1,350	52	Residential Unit (Camano)	1987	11,209
45	Vacant: Cottage No. 6	1934	1,730	53	Residential Unit (Orcas)	1987	11,984
46	Vacant: Cottage No. 7	1934	1,802	54	Residential Unit (Ketrone)	1987	10,484
48	Vacant: Cottage No. 9	1934	1,650		New Cottage, CSTC	2020	19,360
49	Vacant: Cottage No. 10	1934	1,926	56	Maintenance	1961	9,394
FP	Fuel Pump Station	1993	32	Facilities owned/operated by others			
50	Administration & Elementary School	1995	36,105	ORCF	Oakridge Community Facility		
51	High School	1992	19,816	WPFS	West Pierce Fire & Rescue, Station #24		

Table 4: Patient Bed Count, by Ward & Building

as of Fall 2019

Bldg	Center	Physical Ward	Logical Ward	Service Type	Beds	Bldg	Center	Physical Ward	Logical Ward	Service Type	Beds
						28	CFS	F1	WS48	Admission	29
						28	CFS	F2	WS14	Admission	29
17	PTRC*	C7	WS56	Rehabilitation	30	28	CFS	F3	WS85	Admission/Acute	31
17	PTRC	C8	WS77	Acute	30	28	CFS	F4	WS61	Acute	29
19	PTRC	C2	WS63	Rehabilitation	30	28	CFS	F5	WS50	Admission	29
19	PTRC	C3	WS31	Acute	30	28	CFS	F6	WS18	Rehabilitation	31
20	PTRC	C5	WS41	Acute	30	28	CFS	F7	WS62	Rehabilitation	31
20	PTRC	C6	WS25	Acute	30	28	CFS	F8	WS16	Rehabilitation	31
21	CFS†	S4	WS83	Transitional/Extended	15	29	CFS	E1	WS51	Rehabilitation	30
21	CFS	S10	WS82	Rehabilitation	30	29	PTRC	E2	WS81	Rehabilitation	27
21	PTRC	S3	WS76	Rehabilitation	30	29	CFS	E3	WS09	Admission	20
21	PTRC	S7	WS73	Rehabilitation	32	29	CFS	E4	WS78	Admission	20
21	PTRC	S8	WS72	Rehabilitation	30	29	PTRC	E5	WS05	Admission	30
21	PTRC	S9	WS74	Rehabilitation	30	29	PTRC	E6	WS08	Rehabilitation	26
27	HMH‡	W1N	WS47	Rehabilitation	15	29	PTRC	E7	WS70	Rehabilitation	28
27	HMH	W1S	WS45	Rehabilitation	15	29	PTRC	E8	WS59	Rehabilitation	27

Total Bed Count**825**

* Psychiatric Treatment and Recovery Center

† Center for Forensic Services

‡ Habilitative Mental Health

PATIENT POPULATIONS & CARE APPROACH

Washington's two state psychiatric hospitals today serve patients with differing backgrounds and needs. Patients are served in two primary categories:

Civil Commitment Patients

Individuals determined by the Court system to be a danger to themselves or others may be civilly committed to the state hospitals for care and treatment. These individuals have not been accused of a crime.

Forensic Commitment Patients

Forensic patients are those patients that have been accused of a crime. In the process of a prosecution, the Courts may commit an individual to the state hospital for a competency evaluation to stand trial. If found competent, the individual is returned to jail to stand trial. If found not competent, the individual stays in the hospital until competency is restored.

Another population of forensic patients are those who have been found by the Courts to be not guilty by reason of insanity (NGRI). These individuals are committed to the state hospitals for care and treatment.

Models of Care

Civil patients receive care in Buildings 17-21, 27 and 29. The environment of care differs from building to building, but generally consists of 25-30 bed units connected end to end.

The organization of the facilities lend themselves to an archaic custodial model of care, where large numbers of patients are housed with limited opportunity for on-unit therapy. For those farther from the Treatment Mall, access to program space becomes more challenging and often results in an inadequate amount of active therapy. Thus, length of stay is often longer than can be achieved with a more contemporary model of care.

Forensic patients reside and receive treatment in a secure environment in Buildings 28 and 29. Inpatient Units are typically comprised of 30 beds supported by 2 group activity spaces and a porch. A generous amount of circulation space surrounds the Nurse Station allowing a high degree of direct observation but little opportunity for staff and patient interaction. All 30 patients share the same limited amount of social space, resulting

in a high social density and/or many patients remaining in their rooms, disengaged.

The only significant place for therapy in the forensic hospital is the Treatment Mall. This portion of building 28 is strategically located between the residential units of 28 and 29. It offers a variety of program space including a gym fitness rooms, classrooms and multi-purpose rooms.

EXISTING INFRASTRUCTURE

This section provides a brief summary of existing services and known constraints that should be addressed in implementing this plan. Systems are further described and proposed solutions addressed in "Utilities & Infrastructure" on page 39.

- **Electrical** service to the WSH campus is provided by Tacoma Power via two feeder connections, fed from separate utility substations, as shown in Figure 22 on page 38.
- **Natural gas** is provided to the Western State Hospital campus by Puget Sound Energy (PSE). There are three feeds to the campus, shown in Figure 22 on page 38. Each building provided with a natural gas connection is individually metered by the utility.
- **Steam Heat:** Boilers in Building 4 provide steam to most of the campus for heating, domestic water, and process loads. Facilities currently served by steam heat are indicated in Figure 22.
- **Water Supply:** Western State Hospital currently acts as its own Water District; all of the water supplied to and used by the campus is owned, operated, and maintained by Western State Hospital, from groundwater wells on the site.
- **Sanitary Sewer:** The campus sewer system is privately owned and maintained, and discharges to the public sewer system operated by the Town of Steilacoom. The Town's collection system feeds via pump to the Pierce County Wastewater Plant, located along Chambers Creek.
- **Rainwater:** Currently, catch basins flow to a combination of campus retention ponds and the gulch above Garrison Springs.

Goals & Project Needs

DSHS GOALS

As a result of the State's policy directive, a core goal for DSHS is to provide more of the state's services to civil commitment patients through distributed models, both private and state-run. These facilities are projected to be a combination of small residential treatment facilities (RTFs) of 16 or 48 beds per facility. During this master planning process, DSHS initiated a pre-design study for up to three of these facilities.

The distributed residential treatment facilities will provide stabilization of individuals in psychiatric crisis or experiencing an episode of acute mental illness. These RTFs provide medical and therapeutic services to people on a short-stay basis and connect them to the continuum of psychiatric services upon discharge.

The model relieves the pressure on local emergency departments to address the emergent needs of people in distress who require short, focused, person-centered care so that they can re-enter their communities as quickly as possible.

The residential treatment facilities provide care to those individuals who are managing their mental illness but still require the support that a structured residential environment can offer. This type of facility may provide social services in-house, but facilitates its residents' outpatient psychiatric care. By living in a residential setting with a small number of peers, people are able to exercise their coping skills and connect with others in a more manageable group size.

The distributed facilities for civil commitment patients will be coupled with reinvestment in Western State Hospital's campus and facilities, which will continue to serve forensic commitment patients and a limited number of civil commitment patients. This approach recognizes the significant investments that have been made in the current site over the years.

WESTERN STATE HOSPITAL GOALS

The primary goal of the 2019 master plan is to prepare for the investments in new and renovated facilities anticipated by the governor and legislature's policy directives. To support this goal, several objectives have been identified:

- 1 Establish a planning framework for the entire campus, recognizing the multiple functions accommodated on the site
- 2 Identify a site for a hospital facility to serve forensic commitment patients, replacing the existing outmoded facilities
- 3 Accommodate a potential residential treatment facility to serve civil commitment patients
- 4 Accommodate a second new cottage and a treatment/recreation facility for the Child Study and Treatment Center (CSTC)

FACILITY SITING

The decision to site the new replacement facility on the current campus was made based on several key considerations:

Washington State Demographics

The current State population of 7.67 Million is expected to increase to 8.90 Million by 2040. Over half of the State population resides along the I-5 corridor between Olympia to the South and Everett to the North. The counties with the highest population in Washington are King and Pierce. A 2015 report from the Washington State Institute for Public Policy found that the prevalence rates for mental health conditions in the state are among the highest in the U.S., with 7% of the population meeting the criteria for "serious" mental illness. The WSH Lakewood Campus is located within this population center, close to where patients and their immediate family members live.

Qualified Physicians and Staff

The highest concentration of qualified physicians and staff (3,600) in the State needed for the care of the patient population reside in the 1-5 corridor, between Olympia and Everett. They are supported by the highest concentration of education institutions that provide training and certification for mental health professionals.

History

A hospital for individuals with mental illness was established at this location in 1871, 18 years before Washington became a State and 125 years before Lakewood incorporated as a City.

Community Benefit

The operation of the Western State Hospital facilities provides the following benefits to the local community:

1. The WSH Campus has reduced its size over time from a total of 762 acres to 286 acres today, donating over 470 acres to the City of Lakewood and Pierce College for public parks and educational facilities.
2. WSH employs over 2,800 people, most residing in the City of Lakewood and Pierce County.
3. WSH's annual operating budget is \$225 Million and has a staff payroll that exceeds \$14 Million per month.

Replacement Cost

The State of Washington has made significant investment in WSH facilities, infrastructure and operations over its history. Replacing the property, facilities and programs in-kind would result in costs ranging from \$1.9 to \$2.0 Billion, including:

- Land value, 80 acres @ \$1.6 million/acre: \$128 million
- Replacement structures, construction cost
1.3 million GSF @ \$880/GSF: \$1,144 million
- Associated project costs, 25% to 30%: \$318-\$382 million
- Escalation @ 3.5 %/year for 6 years: \$334-\$348 million

PROJECT PROGRAM

The program for projected facilities is summarized in Table 5.

Table 5: Summary of New Program Elements

Program Element	Bed #	Change in GSF
Projects in Development*		
CSTC Cottage (CLIP) A†	18	19,360
Addition to Building 28‡	58	40,472
Renovations to Building 29	40	0
MASTER PLAN PROJECTS		
New Construction		
CFS: New Forensic Hospital	350§	approx. 575,000
Community Residential Treatment Facility	48	60,000
CSTC Cottage B	18	19,360
CSTC Treatment/Recreation Facility	0	15,000
Demolitions¶		
Building 27	- 30, CFS -30, Civil	- 41,144
Building 21	152	149,865
Others, w/o inpatient beds	0	approx. - 227,077
Uses on site by others		
Fort Steilacoom Visitor Center	n/a**	3,000

* These projects are approved separately from this master plan. Project data is informational only.

† This project has been submitted for a permit as BP-00357

‡ This project has been separately permitted.

§ Maximum bed count for this proposed project.

¶ See Table 7 on page 27 for list of buildings projected for demolition.

** This use is not related to Hospital or DSHS operations. It would be developed and operated by the Historic Fort Steilacoom Association.

MASTER PLAN



Figure 13: Campus Framework Concept



Figure 14: Functional Zones

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Guiding Principles

Several high-level principles have informed the planning for the next generation of investments at Western State Hospital.

TRANSFORM THE MODEL OF CARE

Providing a new facility that serves contemporary standards of care is a central consideration in the redevelopment of the campus. Western State Hospital is committed to establishing a forensic service that embodies the recovery model of care. This model is person-centered; care staff and the patient work together, often with the involvement of family, to develop a specific and holistic treatment plan for each individual suffering from mental illness.

In addition to acceptance of medical treatment that can alleviate some of the symptoms of mental illness, the patient is guided through multiple therapies that assist in the acquisition and exercising of coping skills. The path to recovery belongs only to each individual patient.

The hospital's delivery of the recovery model of care can and should, within the constraints of the justice system, lead to the return of the individual to the community with the goal of leading a fulfilling life.



Figure 15: Connecting to Nature

Views of plants, daylight and fresh air all support a restorative environment.

IMPROVE CAMPUS EFFICIENCIES

In the process of modernizing the approach to behavioral health care at WSH, this master plan seeks to address inherent inefficiencies that have resulted from prior *ad hoc* site development.

Primary functional areas of the overall Western State Hospital campus have been identified as part of this planning process. These are intended to cluster uses with similar needs and issues together in order to enhance security and reduce a sprawling distribution of services.

The areas are shown on Figure 14 and provide several benefits:

- Delineation of open space areas along the northern campus edge. These open spaces are of three types:
 - Lands zoned as “Open Space/Recreation” by the City of Lakewood
 - Lands with steep slopes along Garrison Springs
 - Lands that are zoned for Institutional development, but are not proposed for development under this master plan
- Separation of the campus areas serving adult populations - the western and central areas - from the youth-serving facilities the CSTC area.
- Recognition of the historic Fort Steilacoom facilities as a unique resource on the WSH campus grounds.



Figure 16: Master Plan Development

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Facilities Development

In order to modernize the WSH facilities, a combination of new and renovated facilities are projected under this master plan. Development standards are indicated in Table 6

NEW FACILITIES

The largest and most transformative development on the campus will be the development of a new 350-bed forensic hospital in the western campus area. This will be developed to contemporary standards, with a focus on treatment over incarceration.

The new forensic hospital will be a free-standing facility in which all residential and treatment services are provided in one building. The new building will also include administrative and support services.

The newly constructed Patient Support Center will continue to provide nutrition and pharmacy services to this new forensic building as well as other treatment buildings on campus. The new building will be designed in conformance with all applicable Codes and FGI* Guidelines for the Design and Construction of Hospitals. The building and its program will adhere to the CMS† Conditions of Participation.

The new hospital building will support WSH’s commitment to the recovery model of care. It will be comprised of 25-bed inpatient units that are subdivided into smaller apartments of 8-9 patient bedroom pods, each with their own social spaces. The organization of the units will allow care staff to observe and engage patients in a variety of spaces of differing character.

By creating a greater number of smaller social spaces, patients have more opportunity to choose where to be and with whom they want to socialize, and thus experience a lower social density. This factor of choice - in addition to access to nature, personal privacy and the opportunity to control one’s own environment - is proven to reduce the incidence of violence and aggression.

Within the new forensic hospital, in-patient units are connected by neighborhood zones which offer a multitude of consultation, therapy and

activity spaces that allow patients to emerge from their residential area to join neighboring patients in a different environment. These neighborhoods are where recovery work takes place.

Beyond the comfort of the neighborhood is the downtown which offers the unique real-life places where patients can demonstrate their recently acquired skills for coping with their illnesses and prepare for life in the community. The new facility takes advantage of its building perimeter to enclose outdoor courtyards for patient use. There will be no significant amount of security fence visible from the surrounding public ways.

In addition, land is identified that would be appropriate for a community hospital or residential treatment facility to serve civil commitment patients. As described further in “Goals & Project Needs”, facilities of this type are to be developed state-wide, and will typically have 16 to 48 beds.

Table 6: Maximum Heights and Minimum Setbacks for New Construction	
Maximum Height of New Construction	up to 5 stories, and less than 100 ft.
Minimum Setbacks from Street Frontages	
Steilacoom Boulevard SW	75 ft.
Sentinel Dr.	100 ft.
87th Avenue SW (no projects proposed along this frontage at this time)	general alignment with existing structures, 45 ft. +/-

RENOVATIONS

Two existing facilities at the East Campus - **Buildings 28 and 29** - are proposed for significant renovation. Building 28 is operated under the Center for Forensic Services, while Building 29 houses both forensic and civil commitment patient. Together, these two buildings provide patient wards, treatment malls and a clinic. The renovations are primarily to better serve patients found to be not guilty by reason of insanity (NGRI), as well as patients with special needs and security requirements.

* Facility Guideline Institute, an independent, not-for-profit organization developing guidance for the planning, design, and construction of hospitals and health care facilities.
† Centers for Medicare & Medicaid Services, an agency of the Department of Health and Human Services (HHS)



Figure 17: Anticipated Building & Parking Demolitions

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Additionally, minor renovations to portions of the Administration Building are expected, to better serve administrative functions of the hospital. These will not result in a change of use for the facility, and are likely to be phased.

DEMOLITIONS

Several outmoded facilities are proposed for demolition, both to clear land for the new facilities and to address deferred maintenance on older facilities of marginal useful value. These are indicated in Figure 17 and summarized in Table 7.

DOCUMENTATION OF LISTED STRUCTURES

The Cultural Resources Assessment considers four generally distinct eras as part of the historic assessment:

- Aboriginal pre-historic to ongoing
- Exploration and settlement 1830s to 1849
- Fort Steilacoom 1849 to 1868
- Western State Hospital 1871 to 1961

The National Register of Historic Places (NRHP) listing for the Fort Steilacoom Historic District identifies as “primary resources” the extant structures from the fort era - the four cottages on the parade ground- and two buildings from the 19th Century associated with the early hospital era - the Morgue and Bakery.

These primary resources are maintained under this master plan, as is the Settlers’ Cemetery and the parade grounds landscape.

Several structures that are proposed for demolition in this master plan are listed in the NRHP listing as secondary resources, and are identified as “Contributing” to the Hospital era in the Cultural Landscape Assessment. These secondary resources include (see Figure 11 and Figure 12):

- The five 1930s-era cottages to the east of Officer’s Row
- “Powerhouse, Heating Plant and Utility Structure” (Building 4)
- “South Hall and Wards D, E, F, G, and W-I” (1940’s)
- “Nurses’ Dormitory and Geriatrics Building” (1945)

Mindful of the *Secretary of the Interior’s Standards for the Treatment of Historic Properties*, DSHS will take appropriate action prior to demolition of any of these structures.

Table 7: Facility Status under Master Plan

#	Facility Name/Function	Area
New Construction		(estimated)*
-	Forensic Hospital	571,000
-	FCS (Bldg 28) Addition	40,740
	Community Hospital (48-bed)	60,000
-	Cottage # (CSTC)	17,000
-	Cottage # (CSTC)	17,000
-	CSTC Treatment/Recreation	15,000
-	Historic Fort Visitor Center	3,000†
	Total New Construction	≈ 723,740
Demolition		
1	CMO Maintenance office	7,623
9	Staff Offices	114,327
10	Training Center/Carpentry	36,200
11	Commissary	7,540
12	CMO Storage	1,560
15	Green House	1,826
21	Patient Wards	149,865
24	Health/Financial Services	4,752
25	Legal Services	6,446
26	not in use	22,300
27	Wards W1-N&S, W2-N&S	34,634
30 & 31	Connex Containers	2 x 160
32	Warehouse	6,161
33	CMO LHS Shop	4,000
35	Material Warehouse	12,000
44-49	Cottages	8,500
	Total Demolitions	≈ 418,054

* New Construction areas are based on preliminary facility planning.

† Visitor Center is a non-hospital facility, to be operated by others.

OPERATIONAL CHARACTERISTICS DESCRIPTION

As noted in “Planning Regulatory Context” on page 5 a description of the WSH facilities’ operational characteristics is required for approval by the City of Lakewood. The following are the criteria to be addressed in that description, with notes on the criterion and references to other sections with relevant information.

1 Description of proposed use/project application.

- Modernization of WSH facilities through a combination of building replacements and renovations, addressing facility conditions and changes in behavioral health care practices.
- The largest project will be a new 350-bed forensic hospital on the western area of the current WSH campus. See “Figure 16: Master Plan Development” on page 24.
- Space for a 48-bed community residential treatment facility is reserved. The State is identifying sites for these facilities, to be distributed around the state, where patients can have access to family and other community support.
- A new residential cottage of 18 beds for the Child Treatment and Study Center (CTSC).
- A new treatment/recreation center for CSTC.
- Land is identified for a potential Visitor Center for the Historic Fort Steilacoom Association .
- A full description of the project elements can be found in the section “” on page 20.

2 Extent and type of proposed improvements to the site and/or interior or exterior building remodeling to existing building(s) (i.e. additions to buildings, interior building improvements or alterations, landscaping, proposed signs, additional parking spaces, etc.).

- Refer to “Table 7: Facility Status under Master Plan” on page 27, “Figure 16: Master Plan Development” on page 24, and “Figure 17: Anticipated Building & Parking Demolitions” on page 26.

3 Proposed number of full and part-time employees.

- Current staffing is 2,800 full-time equivalents (FTE) across multiple shifts. At build-out, staffing is likely to drop to 2,700 FTE; see question 5.

4 Proposed number of students on the site at any one time if application is for a day care or educational facility.

- not applicable

5 Maximum numbers of employees on the site at any one time.

Staffing of the hospital varies by shift, as indicated below. Also, staffing levels can fluctuate based on services and the needs of patients. These figures are estimates based on the bed counts indicated in the program.

Shift	Staff FTE (Hospital + CSTC)	Potential RTF
Day	2,040	80
Swing	655	25
Night	340	15

6 Proposed hours, days, place and manner of operation.

- The facilities on the WSH campus operate continuously, with services to residential patients. This pattern is in alignment with existing operations on the site.

7 Type of products or services proposed to be available on the site.

- The services of the site are behavioral health and related services.

8 Number of commercial vehicles proposed to be parked or stored on the site.

Currently, there are approximately 150 commercial or fleet vehicles on the campus, and future numbers are expected to fluctuate around that figure by +/- 10%. They are of several types:

- Maintenance vehicles (currently 82)
- Vehicles assigned to on-site departments (currently 45)
- Vehicles for check out for regional use by staff (currently 19)

9 Traffic (vehicular trips to and from site per day) generated by the use, including deliveries and client-related trips (i.e. any proposed shipping and receiving activities, projected employee trip generation, projected customer trip generation).

- See “Vehicular access & circulation” on page 31

10 Total square footage of the floor area of the tenant space.

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- There are no significant tenant spaces on the campus. Some administrative offices are used by the Courts and the Historic Fort Steilacoom Association. No change in this current use is proposed under this plan.
- 11** Proposed type of equipment/machinery to be used by the business or stored on site (i.e., office equipment, manufacturing equipment, construction equipment).
- General maintenance equipment for landscape and facilities maintenance is currently used. No significant change in these operation is anticipated.
- 12** Proposed use of outdoor space on lot (i.e., outdoor storage, outdoor display and sales of merchandise, parking/open space, recreation space).
- As part of the treatment process, future facilities are expected to have courtyards for patients to recreate and socialize outdoors. These will most likely be fully or partially enclosed by contiguous buildings, as appropriate for treatment and security needs.
 - Existing recreation uses such as the play field at the CSTC facility are to remain and may have minor improvements.
 - The intent of the master plan is to welcome the general public onto areas of interest on the campus grounds, including the Fort Steilacoom area, and the former golf course - working in tandem with the County and others as new uses for that site are proposed.
- 13** If more than one tenant on the site, provide the square footage of each tenant space, business names of tenants, and type of business.
- Western State Hospital's facilities are the primary use of the site
 - The Historic Fort Steilacoom Association maintains a cluster of historic cottages on the site.
 - Oakridge Community Facility operates under a ground lease.
 - West Pierce Fire & Rescue operates a fire station on the eastern end of the property.
 - Facilities for all of these uses are identified in Table 3 on page 15
- 14** Previous use of property.
- Fort Steilacoom was the first Euro-American use of the site, and some buildings are extant from that era.
 - The hospital has been on the site since the 19th Century, although its facilities and site uses have changed over time.
 - See "Hospital History" on page 3 for more detail.
- 15** Existing number of parking spaces.
- Existing and proposed parking is detailed in Table 9 on page 33.
- 16** Surrounding uses and businesses next to proposed business/project site.
- Surrounding uses are noted in Figure 6 on page 6.
 - Specific adjacent businesses and institutions include:
 - Oakridge Community Facility (on WSH lands, but independently operated)
 - Steilacoom High School, located across Sentinel Drive to the west
 - Pierce College at Fort Steilacoom, south of Steilacoom Boulevard
 - Fort Steilacoom Park - south of Steilacoom Boulevard
 - Oakbrook neighborhood - north of the site
- 17** Operational characteristics or functions that create emission of gases, dust, odors, vibration, electrical interference, smoke, noise, air pollution, light, glare, odor or dust in a manner likely to cause offense or irritation to neighboring residents.
- There are not industrial processes on the site that would contribute to these types of impacts.
 - Over the long-term, it is expected that energy loads will be shifted to electrical rather than boiler-based heating and cooling, reducing carbon emissions.
- 18** Site and building design features that minimize land use impacts, such as traffic, aesthetics, etc. or environmental impacts such as noise, vibration, dust or air pollution, glare, odor and dust, etc.
- The scale of new construction will be similar to the scale of existing facilities on the site, with landscaped setbacks from the campus edges.
 - Parking is generally away from the campus edges, limiting the potential for glare from parked cars.
 - Supporting facilities and service areas are internal to the site, away from campus edges, reducing incidental noise impacts off site.
- 19** Storage, distribution, production and/or operations that involve the use of toxic or flammable materials.
- Materials used on campus include typical housekeeping cleaning supplies and fuel for emergency generators.

Access, Circulation, & Transportation

MODES OF TRAVEL TO WESTERN STATE HOSPITAL

The majority of staff and visitors to Western State Hospital currently arrive by private vehicle.

WSH participates in the State's Commute Trip Reduction (CTR) program, providing information on commute options to all new hires and various forms of outreach to build awareness of the program.

Alternatives to drive-alone travel include:

- Public transit service: **Pierce Transit** operates regularly scheduled buses, as well as vanpool support and paratransit services. Route 212 serves the site, with stops along Steilacoom Boulevard, and service west to the Steilacoom ferry landing and east to the Lakewood Transit Center.

Transfers at Lakewood provide connections to the rest of Pierce Transit's service area, including Tacoma, Gig Harbor and Puyallup.

Approximately 900 employees receive an employer purchased transit pass for Pierce Transit, while 2,023 receive an ORCA pass, for use on the larger regional transit network.

- Carpooling: WSH provides ride-matching services - both internal and regional - as well as dedicated carpool parking based on demand (see "Table 9: Parking Inventory")
- Bicycle and pedestrian network: While the bicycling network around the WSH campus is incomplete, there are paths that would serve local trips well. A trail system in Fort Steilacoom Park - including a multi-use path paralleling Steilacoom Blvd. - help connect the campus to Steilacoom and central Lakewood.

Pierce Transit provides bike racks on all of their buses, providing support for blended bus/bike commuting for longer commutes.

Other programs in place to support commute trip reduction include:

- An internal circulator system for internal campus trips
- A guaranteed ride home program, to support carpool riders who may need to work late or leave early for unscheduled circumstances

VEHICULAR ACCESS & CIRCULATION

The projected traffic volumes are expected to decline as a result of the master plan, as summarized in Table 8 on page 31. These are based on the projected bed counts described in the program.

This master plan proposes several improvements to the vehicular circulation system, to address the following objectives:

- Relocation of vehicular entries to reduce congestion risk on Steilacoom Boulevard

Moving the eastern Steilacoom Blvd. entry westward will increase separation from the intersection at 87th Av. SW and help separate CSTC-bound trips from those accessing the adult forensic facilities to the west

- Simplification of the on-site circulation system, to improve wayfinding and reduce internal traffic and taking advantage of changes in the campus security system, i.e., with main routes not needing to enter secured areas to cross the site

Table 8: Projected Trips & Change from Existing Conditions*

	Projected	Change from Existing
Average Daily Trips	5,407	-12%
AM trips, 6:30 - 7:30	731	-12%
AM trips, 7:00 - 8:00	603	-11%
PM trips, 2:15 - 3:15	673	-12%
PM trips, 4:00 - 5:00	325	-12%

* Per TSI, Traffic Impact Analysis, WSH Master Plan, January 14, 2020, page 1

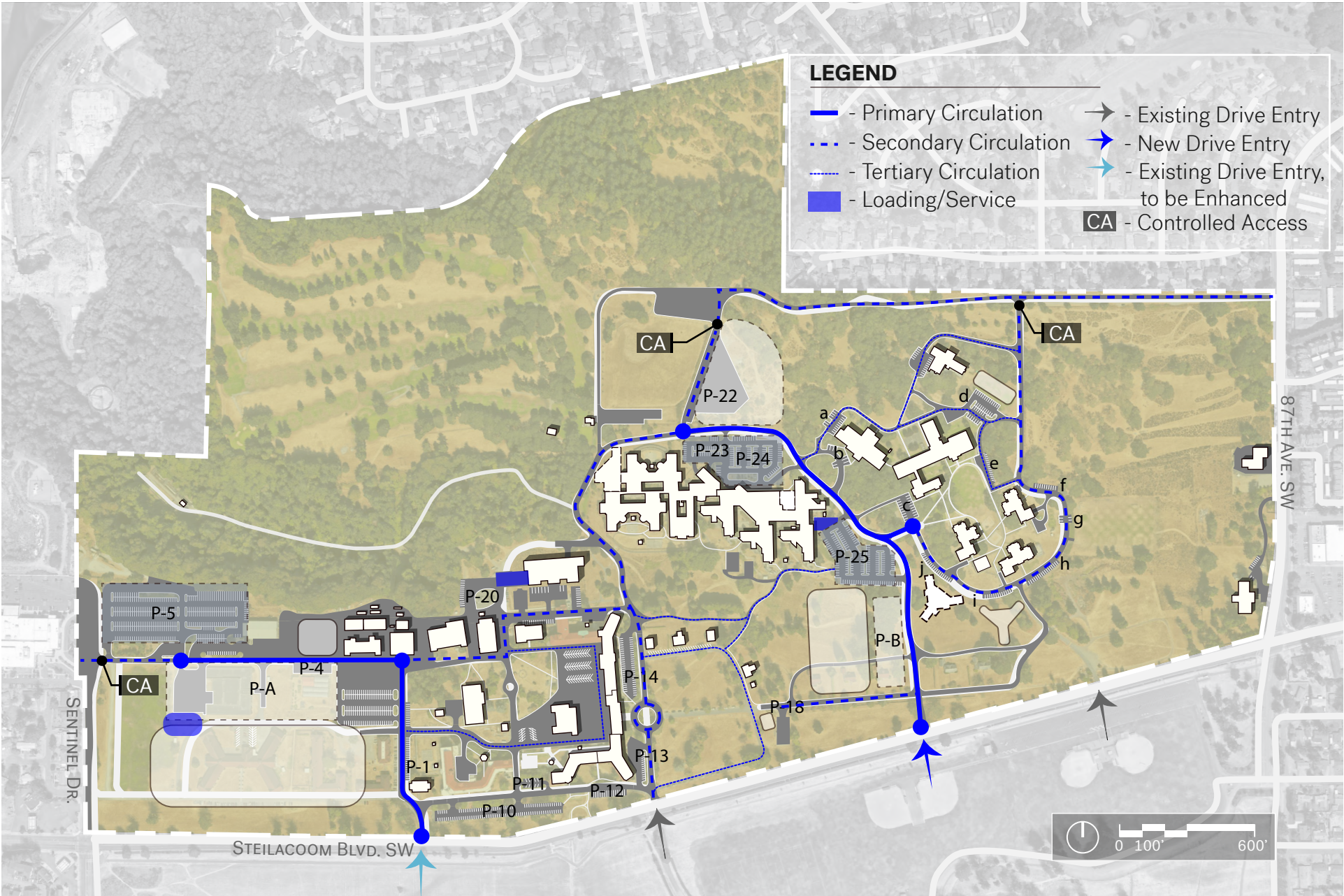


Figure 18: Circulation and Parking

- Collaborate with the Fort Steilacoom Historical Society on removal of roads and parking within the core Fort area, east of the main Administration Building

VEHICULAR PARKING

Table 9 summarizes both existing and planned parking areas. Lots that will be removed to accommodate planned development will be offset with new spaces.

Currently, most of staff parking demand is accommodated in parking lots, but there is also a significant amount of informal parking on lawn areas. An objective of this plan is to provide parking that is well distributed and will meet the needs of staff and visitors. Parking will be provided in lots developed to City of Lakewood standards and near facilities with significant staffing.

- In addition to the existing lot on the west campus, a new lot will be built north of the new forensic hospital.
- A lot will be provided adjacent to the potential residential treatment facility.

PATHS & PEDESTRIAN CIRCULATION

Currently, the WSH campus has some dedicated pedestrian paths between major facilities. Many pedestrians also choose to walk along the roadways on the site. Given the numerous building access points within the central quadrangle of the campus, pedestrian circulation within this area connects to the larger campus system at limited points.

With the change in service model and security approach (see “Site Security” on page 43), there will be opportunities to develop a more deliberate paths system. The WSH master plan proposes a path network to connect major facilities while reducing the potential for pedestrian/vehicular conflict along primary roadways.

SERVICE & LOADING

Service access to the site will be accommodated at the main entries from Steilacoom Boulevard, as well as a service entry from Sentinel Drive to the west. Distribution facilities and loading areas for primary facilities are indicated in the circulation diagram, Figure 18 on page 30.



Figure 19: Parking Shifts

This plan seeks to remove parking from the Fort Steilacoom parade grounds and lawn areas, adding parking near major facilities.

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Table 9: Parking Inventory

Area	Tag*	General	ADA	Fleet	Spaces		Status under Master Plan	Net
					2020	Future		
EXISTING PARKING LOTS								
Hosp	1	39	2	0	41	0	Demo	-41
Hosp	2	29	2	0	31	0	Demo	-31
Hosp	3	116	6	0	123	123	Maintain	0
Hosp	4	15	1	16	32	0	Demo	-32
Hosp	5	350	3	0	355	355	Maintain	0
Hosp	6	12	2	0	16	0	Demo	-16
Hosp	7	68	2	3	73	73	Maintain	0
Hosp	8	22	0	0	22	0	Demo	-22
Hosp	10	93	2	0	99	99	Maintain	0
Hosp	11	7	4	2	15	15	Maintain	0
Hosp	12	5	8	1	16	16	Maintain	0
Hosp	13	11	4	3	21	21	Maintain	0
Hosp	14	22	6	10	41	41	Maintain	0
Hosp	15	25	0	0	25		Demo	-25
Hosp	16	17	0	0	17		Demo	-17
Hosp	17	39	0	0	39		Demo	-39
Hosp	18	26	0	0	26	26	Maintain	0
Hosp	22	175	0	0	175	220	Expand & pave	45
Hosp	23	34	0	9	43	43	Maintain	0
Hosp	24	65	23	13	108	108	Maintain	0
Hosp	25	118	6	0	126	126	Maintain	0
Hosp	I				62	24	Partial demo	-38
Hosp	II	0	0	3	3	3	???	0
SVC	III	0	0	150	150	150	Maintain	0

Area	Tag*	General	ADA	Fleet	Spaces		Status under Master Plan	Net
					2020	Future		
CSTC	a	19	1	0		0	Maintain	0
CSTC	b	8	1	0		0	Maintain	0
CSTC	c	19	1	0		0	Maintain	0
CSTC	d	41		0		0	Maintain	0
CSTC	e	10	2	0		0	Maintain	0
CSTC	f	11	1	0		0	Maintain	0
CSTC	g	6		0		0	Maintain	0
CSTC	h	18		0		0	Maintain	0
CSTC	i	6	1	0		0	Maintain	0
CSTC	j	18	1	2		0	Maintain	0
NEW PARKING LOTS								
Hosp	A					390	New	390
RTF	B					160	New	160
TOTALS								
		1,444	79	212	1,659	1,993		334

* Parking lots are shown in Figure 18 on page 30

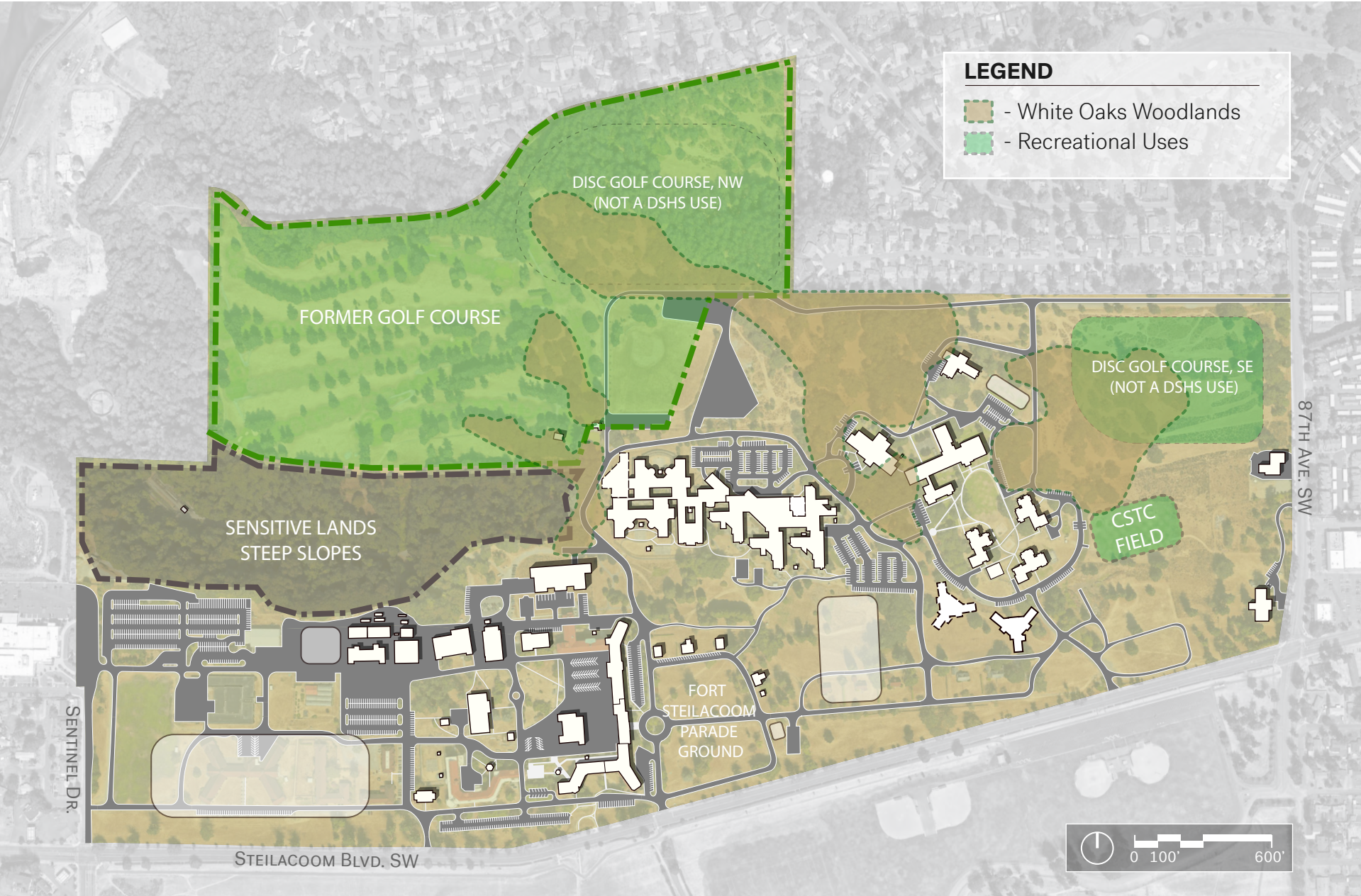


Figure 20: Landscape and Open Spaces

Open Space & Landscape

RECREATIONAL USES

The former golf course is zoned by the City as Lakewood as Open Space and Recreation, Type 1 (OSR1). This category is intended for passive recreation, and limits any development to uses that are accessory to recreation. This area has historically been accessible to the public and this master plan does not propose to alter that.

Other areas on the site are used for recreation, either by patients of WSH, or by others. For example, the CSTC facility includes a playfield to the east of the building complex, for use by patients of the facility. In recent years, a disc golf course has been established by a local club on the northeastern corner of the site, although no formal agreement has been made with WSH or DSHS for this land use.

OPEN SPACE & TREATMENT

Managed open space supports treatment practice. Outdoor walks and recreation for patients provide many wellness benefits. The campus grounds are at times utilized for supervised walks.

While specific design is yet to be developed, the new forensic hospital will include courtyards and other appropriate open areas for patient activities. These will allow regular access to outdoor areas by patients.

HISTORICAL LANDSCAPE ELEMENTS

The WSH site has a unique character that reflects the pre-settlement period, historic site development and current development. There are large groves of Oregon White Oaks and individual Oregon White Oaks spread across the site that have been growing since pre-settlement times. There are also many large Douglas-fir trees across the site that are second growth trees, the old growth Douglas-firs would have been logged at the time of settlement. The old-growth oaks still exist because there was not a market for their wood. There are also many native Madrone trees growing across the site. The Madrone trees are faster growing and shorter lived than the Oaks and Firs and the oldest would be around 100 years old.

With the development of the site rows of trees were planted along roads and hedges were planted between sites to delineate and organize spaces.

This combination of existing old growth trees and the rows of street trees and hedges significantly contribute to the unique character of the site.

Some elements of the landscape have been identified in the Cultural Landscape Assessment report as contributing to the historic character of the Fort Steilacoom Historic District. The primary elements of concern are:

- The former settler cemetery
- The parade grounds east of Circle Drive and partially enclosed by the Fort-era cottages.

These facilities are not impacted by proposed projects under this master plan. DSHS and WSH will continue to collaborate with the Historic Fort Steilacoom Association on measures to protect and restore the parade grounds, in relation to that organizations preservation and interpretation mission.

SENSITIVE LANDS

The ravine between the existing hospital and the former golf course has steep slopes and supports the Garrison Springs fish hatchery. No development is proposed in these areas.

TREE RETENTION & PROTECTION

The new forensic hospital has been sited in a previously developed area of the site, significantly reducing the potentiality impact on trees, relative to other areas studied.

The identified oak tree stands on the site are indicated in Figure 20 on page 34. Facilities anticipated in this master plan have been sited to reduce impacts on the oaks to the greatest extent possible. Impacts on the mature oaks can be further reduced in implementation of the plan:

- As site-specific designs are prepared, care should be taken to avoid development of hardscapes and building footprints under the drip line of the oaks.
- Irrigation plans for future landscaped areas near the oak stands should avoid over-watering of the root zone.

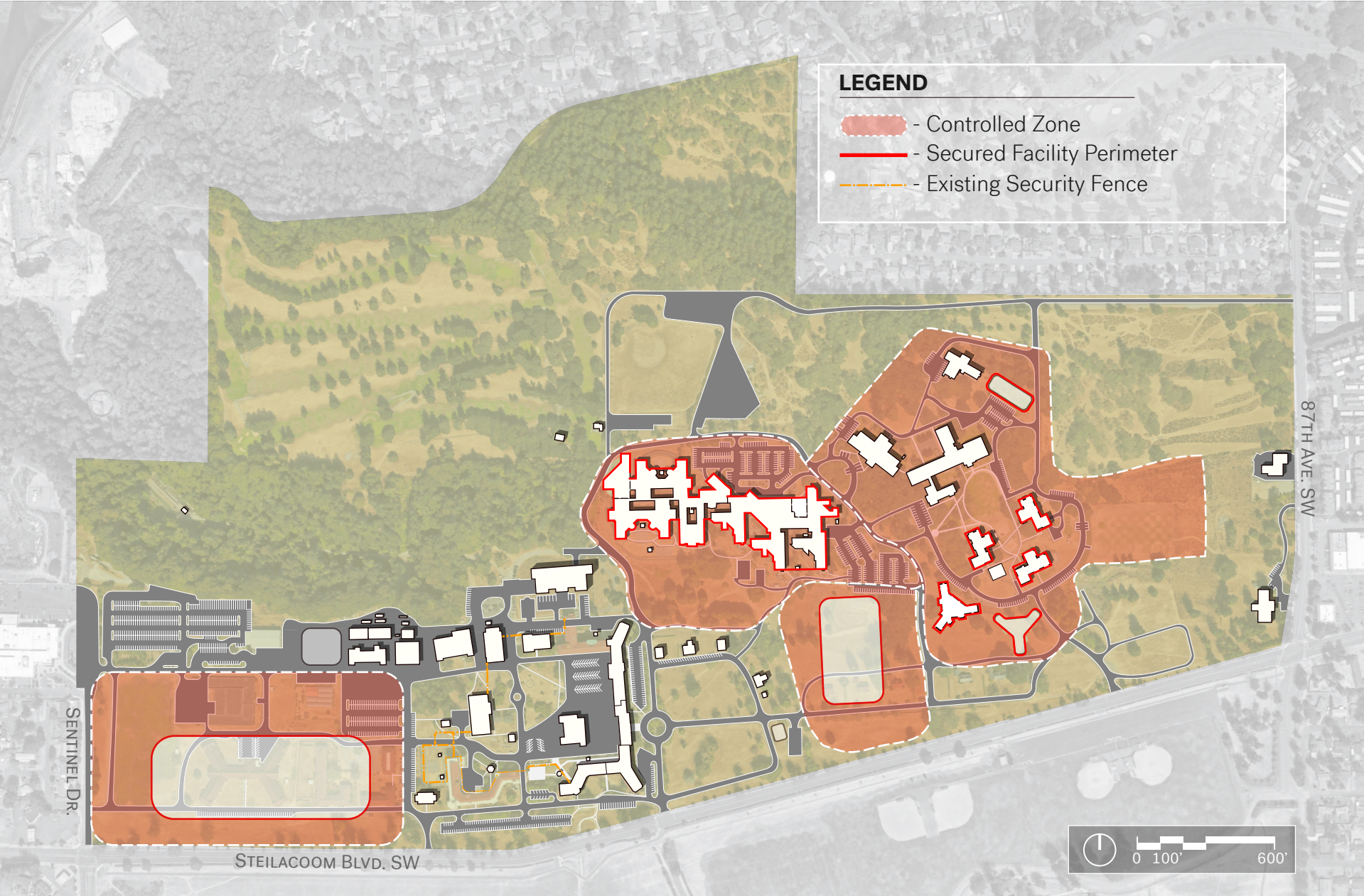


Figure 21: Site Security Approach

Open Space & Landscape (continued)

The Western State Hospital site has significant groves of large existing trees, many of them are older than the 19th century settlement of the site. These significant trees contribute to the character of the site and to the City of Lakewood and are subject to the City of Lakewood Municipal Code 18A.50.320 'Significant Tree Preservation'.

The Lakewood Municipal Code (LMC) considers any *Quercus garryana* (Oregon White Oak) over 6 inch diameter (measured at 4.5' above ground) and any conifers or other deciduous tree species over 9 inch diameter to be 'Significant Trees' that are protected under the LMC.

During construction, all significant trees are to be protected by approved tree fencing located at the drip-line of the trees. There is to be no disturbance to the soil within the tree drip-line or materials store within the drip-line.

A tree retention plan locating all significant trees by species, caliper of each tree and all tree drip-lines accurately located is required for project permitting. Any significant trees to be removed will need to be replaced according to a formula provided in the Code.

ADULT FORENSIC FACILITIES

Forensic patients will be housed in the new forensic hospital and the existing facilities in Buildings 28 and 29. The existing facilities will house patients found not guilty by reason of insanity (NGRI). Both of these facilities will be secured at the building perimeter with controlled locked perimeter doors, with vestibules and internal compartmentalization of sub-areas.

The new hospital will include integrated courtyards to allow patient access to the outdoors within the secured area. Patient transport and deliveries will be managed with vehicle sallyports.

CHILD STUDY & TREATMENT CENTER (CSTC)

The CSTC is not fenced, but the grounds are observed via electronic and general observation. Residential facilities are secured at their entries.

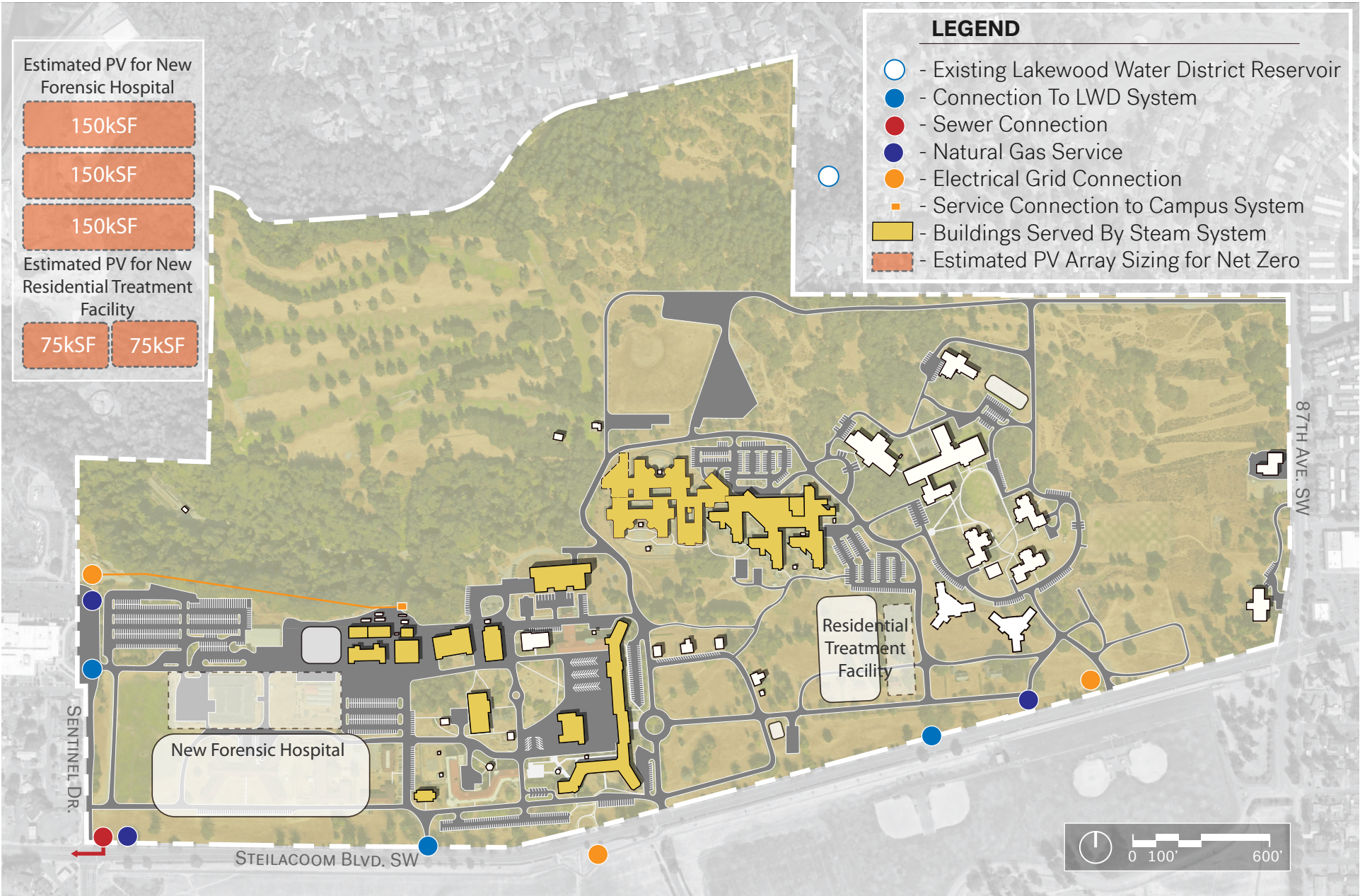


Figure 22: Utility Services and Opportunities

Utilities & Infrastructure

ENERGY SYSTEMS

Facilities built under this master plan are required to comply with the state's Net Zero Policy (see sidebar). The core requirement is that facilities be "net zero capable" for energy use. It is recommended that DSHS further explore strategies to migrate from gas-fired steam for thermal conditioning, and factor this transition into projections of gas and electrical demand.

ELECTRICAL SERVICE

Electrical service to the WSH campus is provided by Tacoma Power. The existing campus distribution system has two (12.47kV) feeder connections, fed from separate utility substations, as shown in Figure 22.

Capacity

Each substation has a nominal capacity of 8MW with a short term thermal rating of 16MW. The conductors that feed that campus have a nominal rating of 4MW each. Tacoma Power has indicated that up to 1 MW of additional demand could be accommodated on each feeder, but that loads in excess of that would require a detailed study of the system*.

A 2018 Campus Essential Electrical Systems of the on-site DSHS distribution system indicated that a substantial portion of the campus essential electrical system is at the end of its useful life. The report recommends replacement of existing equipment to maintain operational redundancies including life safety systems.

Future Demand

With development under this plan - and assuming a similar blend of gas/ electrical fuel split as the campus currently uses - campus electrical use is projected to grow by 55%, with an estimated additional 1 to 2 MW of load on the Tacoma Power grid. There are no infrastructure upgrade projects currently planned for the two substations.

Therefore, if the campus growth does increase demand by more than the 1-2MW preliminary estimate, a new switch and/or new feeder at one

or both of the utility substations may be required. Additionally, campus electrical upgrades and modification would likely be required downstream of the utility meter to support future growth. Future campus growth and redevelopment should integrate the 2018 report recommendations.

STEAM DISTRIBUTION & THERMAL CONDITIONING

The boilers in Building 4 - fueled by natural gas - provide steam to most of the campus for heating, domestic hot water, and process loads. Facilities served are indicated in Figure 22. Given the age of the steam system, the State's Net Zero policy and limits on the gas feed to the boiler room (see below), this master plan assumes that future buildings will not utilize the central steam plant.

In the long-term, DSHS seeks to migrate all facilities from the steam boiler facility and retire it. It is recommended that strategies such as ground-source heat pumps ("geo-exchange") be studied as part of that overall campus conversion. At this time, there is not a specific schedule for doing that.

NATURAL GAS

Puget Sound Energy (PSE) is the natural gas supplier to the WSH campus.

System & Capacity

Three gas feeds serve the campus, shown in Figure 22 on page 38. Their current capacities are:

- 1 A high-pressure (>60psig) service from Sentinel Drive SW to the campus steam system boilers in Building #4. The current demand on this feed is around 37 Therm/hour. This high-pressure line is at capacity and PSE recommends reducing demand on the line.

Depending on how DSHS approaches the State's Net Zero policy, the demand on the campus steam system and therefore on this feeder line can be reduced significantly.

* The system study would require a fee to be paid by Western State Hospital.

Washington's Net Zero Policy

Executive Order 18-01, signed by Governor Inslee, requires that facilities be developed as net zero capable, and that renewable energy sources to achieve net zero should be developed when feasible. The order applies to state-owned facilities including new construction or major renovations at WSH.

"...all newly-constructed state-owned (including lease-purchase) buildings shall be designed to be zero energy or zero energy-capable and include consideration of net-embodied carbon. In unique situation where a cost effective zero-energy building is not yet technically feasible, building shall be designed to exceed the current state building code for energy efficiency to the greatest extent possible."

Meeting this goal at WSH will require investment in sources of thermal and electrical energy from non—fossil fuel sources. Examples of sources include:

Thermal Demand (i.e., space heating & cooling, domestic hot water heating):

- Solar thermal
- Bio fuels

Electrical demand:

- On-site solar photovoltaic or wind generation
- Grid-based solar and wind production

A primary strategy for meeting net zero goals is migration from gas-fired equipment to electrical equipment, when performance and efficiencies can be achieved. Examples of High-Efficient Electric Based Thermal/Domestic Systems are: heat recovery chillers, thermal storage, ground source heat pumps, water-to-water heat pumps

Therefore, a result of meeting the net zero policy mandate over time could be an increase in electrical demand. It is recommended that DSHS develop scenarios to meet the Net Zero policy at WSH in conjunction with providing future demand to Tacoma Power.

Fuel Mix: Tacoma Power



Figure 23: Tacoma Power's fuel mix is mostly hydropower.

This will help the WSH campus to meet the Net Zero mandate

Data Source: mytpu.org/about-tpu/services/power

- 2 The second service is an intermediate pressure (<60psig) feed from Steilacoom Boulevard near the current eastern driveway and serving the CSTC cluster (Buildings #50-56). The current estimated demand on this feeder is 3 Therm/hour with an estimated future demand of 6 Therm/hour.

PSE has indicated this feed has no additional capacity, and noted that any modifications to the piping network from this feed could trigger a requirement for a complete natural gas service renovation, to comply with current codes.

- 3 The third service is also an intermediate pressure (<60psig) feed from Steilacoom Boulevard on the western end of campus, and serving Building #10. The current estimated demand on this feeder is 1 Therm/hour with an estimated future demand of 16 Therm/hour.

Future Demand

Based on the Master Plan building area growth projections, it is expected the natural gas demand may increase by 30% for the campus as a whole, assuming a more traditional building system design. Options for achieving an all-electric net zero capable building(s) or campus would reduce natural gas.

Puget Sound Energy has indicated the Far West Drive SW high-pressure utility distribution pipe and each of three campus feeds are near capacity. However, the Steilacoom Boulevard intermediate pressure utility distribution pipe has sufficient capacity to support campus growth.

While the two feeds from Steilacoom Boulevard are at capacity, the utility has indicated the intermediate pressure distribution main in that street has sufficient capacity for increased demand if a new service is brought onto campus.

Based on Master Plan development/expansion on the west side of campus in particular, the current service would need replacement. Additionally, care should be taken for the routing of new services and avoid crossing over/under existing natural gas lines.

07-MAY 2020

WATER SYSTEMS

WATER SUPPLY

Groundwater has met the needs of Fort Steilacoom and the hospital since the start of American settlement on the site that is now WSH. WSH maintains its water rights and wells to meet present needs. The campus system includes two wells with storage tanks and a network of supply lines.

Existing water main sizes vary from 4 inches to 8 inches and are made from various materials, as they have been extended over time. Fire suppression - including fire hydrants and sprinkler systems - and domestic services are tapped from these private water mains.

Lakewood Water District (LWD) and DSHS have had preliminary discussions regarding the potential to incorporate Western State Hospital into the LWD service area, either partially or entirely[†].

LWD has “connection-ready” services extended to each of the campus supply lines in the event the well supply is either unavailable or unsafe. These connection points would be utilized if a decision is made to fully connect the campus to the District’s system.

Discussions on conversion of the overall system are on-going, although DSHS’ intent is that new major facilities - the new forensic hospital and potential residential treatment facility - would be connected to LWD service.

Prior to assuming any of Western State Hospital’s existing infrastructure into their purview, LWD would need to confirm the condition of the existing water infrastructure, including wells, storage facilities, and supply lines. Depending on results of these evaluations, LWD may incorporate only some of the existing water lines and the campus may elect to build new water infrastructure as part of a developer extension agreement.

If the District’s service is extended to the WSH campus, the following criteria would apply:

- Provide at least two points of connection to the off-campus system, with interconnection on the campus
- Upgrade the on-campus system wherever it will be part of the LWD main distribution network

- Provide a through-campus connection to the existing LWD reservoir east of the former golf course site
- Provide appropriate metering and backflow prevention at all points where the LWD mains will connect to WSH-maintained distribution lines

SANITARY SEWER

The campus sewer system is privately owned and maintained, and discharges to the public sewer system operated by the Town of Steilacoom. The Town’s collection system feeds via pump to the Pierce County Wastewater Plant, located along Chambers Creek.

Based on conversations with both WSH operations staff and Steilacoom Public Works, the internal collection system has adequate capacity, particularly since some new developments will replace existing developments, thus offsetting some of the additional capacity requirements. Determining the existing sewage flow through this campus sewer system is complicated since there are presently few water meters to provide a baseline for water use information. Also, many of the existing buildings are old enough, are varied in use, and have unique uses which make standard engineering estimates unreliable for this campus. As an assumed baseline, Steilacoom Public Works is charging Western State Hospital 1,500 REU’s (residential equivalent units) each month.

The connection to the Steilacoom sewer system is at the southwest corner of the WSH campus, as indicated in Figure 22 on page 38. This connection is being upgraded, including the addition of a meter. Western State Hospital, in agreement with Steilacoom Public Works, will soon install a flume on the last section of private sewer main to measure the actual sewer flow discharging to the public sewer system. This data will allow for updated data on actual collection from the hospital campus.

Future development will require additional sewer capacity charges and will be based on the calculated sewer demand from Pierce County Public Works and Utilities “Documented Water Use Data”. The total future sewer capacity will be the current sewer capacity of the current campus development plus the sewer demand for any proposed developments and minus the removed buildings.

Any new developments which include food preparation facilities will need to include grease interceptors between the source of grease waste and the sewer main. These interceptors typically include exterior concrete vaults that will capture and store grease.

[†] Lakewood Water District is an independent district - e.g., not a city agency - and secures its water fully from groundwater sources.

RAIN WATER

Western State Hospital is situated on gravely-sandy soils with medium to high infiltration rates. Currently, catch basins on campus are piped and flow to a combination of campus retention facilities or direct discharge to Chambers Creek. Infiltration systems range from 'formal' designed systems with a defined storage capacity sized per specific development requirements, or 'informal' systems consisting of downspouts spilling onto the ground, for some older facilities.

Proposed developments will need to provide infiltration systems designed to address both treatment and infiltration requirements of the Stormwater Management Manual for Western Washington and other applicable regulations, as administered by the City of Lakewood. Existing storm systems will not need to be replaced unless they are determined to be undersized for runoff discharging from new, upstream developments.

Proposed systems may include open infiltration ponds (where space allows) and underground storage pipes, vaults, and/or trenches. Ideally, infiltration systems will be located near the development, but site-specific features may dictate other locations on campus are more suitable. The gravely nature of the native soils will be conducive for on-site stormwater management systems such as bio-retention areas or porous pavements, particularly for stormwater discharging from 'clean' areas such as roofs or plaza areas.

Runoff from pollution-generating surfaces (i.e. parking lots and access drives) will need to be routed to a water quality treatment facility to remove particulates before discharging to the native soils. Typical water quality treatment systems include bio-retention areas, cartridge media filters, or below-grade concrete storage vaults.

Specific engineering of future systems will be included at the project level. Site-specific geotechnical analysis will be required to determine infiltration rates in the native soil and location requirements (such as setback distances from sensitive areas).

Acknowledgments

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To: Mayor and City Councilmembers
 From: Tho Kraus, Assistant City Manager/Administrative Services
 Through: John J. Caulfield, City Manager *John J. Caulfield*
 Date: June 22, 2020
 Subject: 1st Quarter 2020 Financial Report

Introduction

The intent of the financial report is to provide an overview of activity in all funds through March 31, 2020. Additionally, performance measures and other data reporting are included at the end of this report.

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6	Sales & Use Tax	47	Park Sales Tax
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12	Gambling Tax	49	Human Services Program
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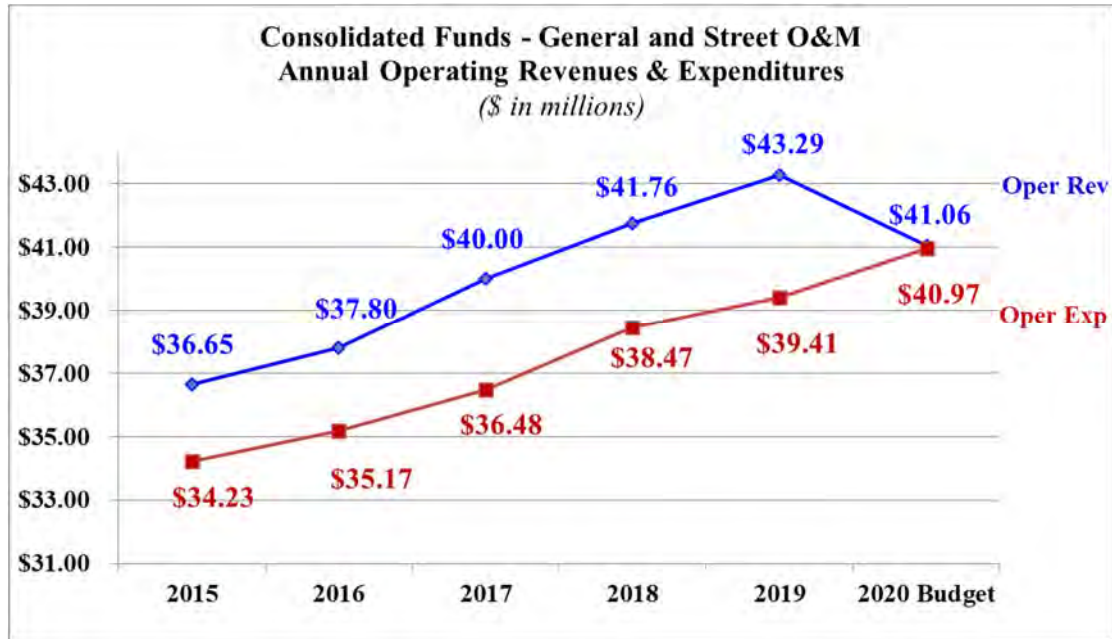
Consolidated Funds - General/Street O&M

The funds are combined in this presentation, as these two funds are the City's primary general governmental operating funds. In 2020, the General Fund is anticipated to provide and an annual subsidy of \$1.64M, which equates to 63% of the Street O&M Fund sources.

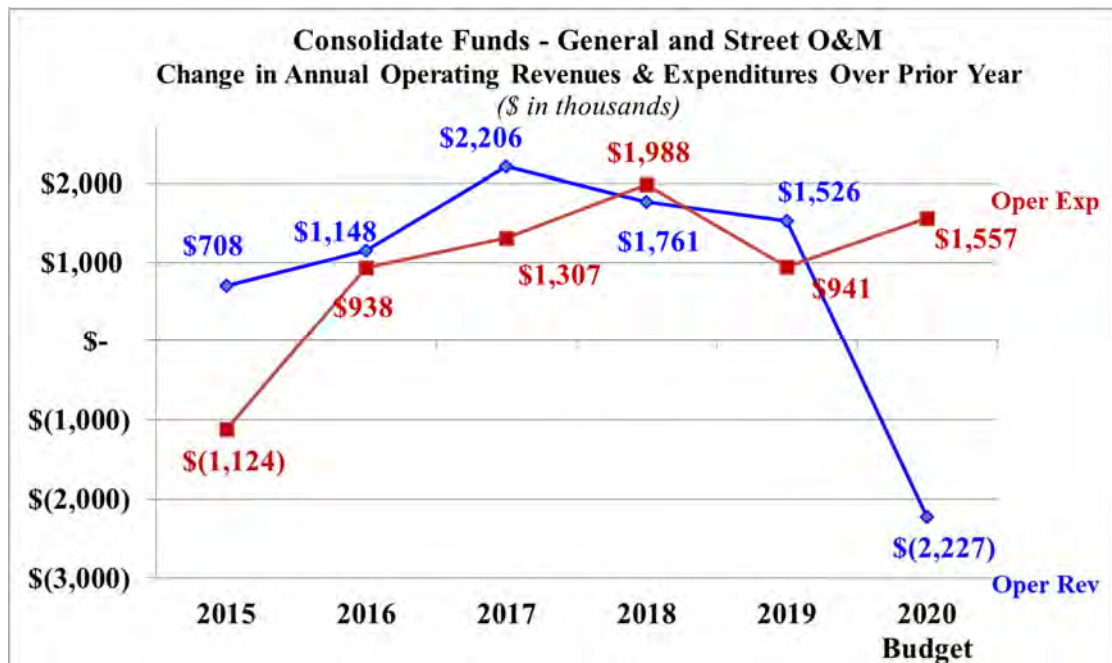
The following table and charts provide a comparison of operating revenues, operating expenditures and the resulting operating income/loss for the current and historical years.

Consolidated General & Street O&M Funds	2015 Annual Actual	2016 Annual Actual	2017 Annual Actual	2018 Annual Actual	2019 Annual Actual	2020 Annual Budget
Operating Revenue	\$ 36,648,000	\$ 37,796,000	\$ 40,003,000	\$ 41,764,000	\$ 43,290,000	\$ 41,063,000
Operating Expenditures	\$ 34,235,000	\$ 35,173,000	\$ 36,480,000	\$ 38,468,000	\$ 39,409,000	\$ 40,966,000
Operating Income / (Loss)	\$2,413,000	\$2,623,000	\$3,523,000	\$3,296,000	\$3,881,000	\$ 97,000

The following graph illustrates the total current budgeted and historical operating revenues and expenditures.



The following graph illustrates the change in total revenues collected and expenditures compared to the prior year.



Consolidated Funds – General and St O&M Ending Fund Balance and Cash

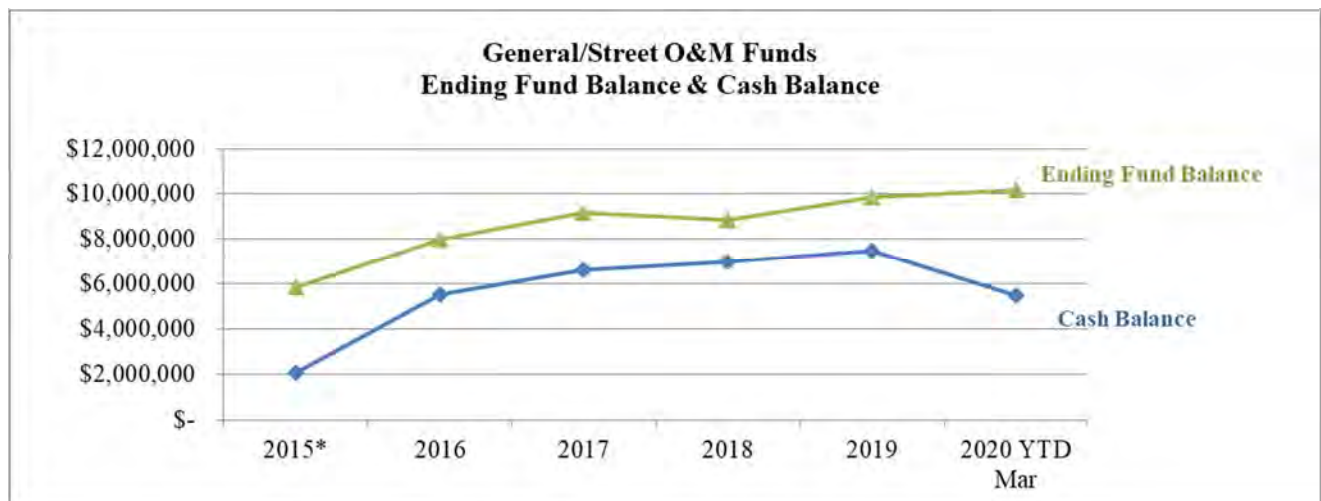
In support of the City's financial integrity, the City Council adopted on September 15, 2014, a set of financial policies including fund balance reserves totaling 12% of General/Street O&M Funds operating revenues. In 2020, this 12% equates to \$4.93M as follows:

- **2% General Fund Contingency Reserves:** The purpose of this reserve is to accommodate unexpected operational changes, legislative impacts, or other economic events affecting the City's operations which could not have been reasonably anticipated at the time the original budget was prepared. A 2% reserve fund based on the General/Street O&M Funds operating revenues equates to \$821K.
- **5% General Fund Ending Fund Balance Reserves:** The purpose of this reserve is to provide financial stability, cash flow for operations and the assurance that the City will be able to respond to revenue shortfalls with fiscal strength. A 5% reserve fund based on the General/Street O&M Funds operating revenues equates to \$2.05M.
- **5% Strategic Reserves:** The purpose of this reserve is to provide some fiscal means for the City to respond to potential adversities such as public emergencies, natural disasters or similarly major unanticipated events. A 5% reserve fund based on the General/Street O&M Funds operating revenues equates to \$2.05M.

The following table and graph below provides the current and historical General/Street O&M Funds ending balance and cash & investment.

Year	Total Ending Fund Balance	Cash
2015*	\$ 5,848,860	\$ 2,043,548
2016	\$ 7,975,155	\$ 5,545,118
2017	\$ 9,163,535	\$ 6,634,879
2018	\$ 8,847,536	\$ 6,986,782
2019	\$ 9,878,841	\$ 7,483,611
2020 YTD Mar	\$ 10,164,317	\$ 5,457,441

* Lower cash balance due to providing \$1.8M in short-term/temporary interfund loans.



General & Street O&M Funds Combined Summary	2019		2020			2020 YTD Actual vs 2019 YTD Actual		2020 YTD Actual vs 2020 YTD Budget	
	Annual Actual	YTD Actual	Revised Budget	YTD Budget	YTD Actual	Over / (Under)		Over / (Under)	
						\$ Chg	% Chg	\$ Chg	% Chg
REVENUES:									
Property Tax	\$ 7,159,443	\$ 3,232,215	\$ 7,400,000	\$ 3,195,109	\$ 2,668,637	(563,578)	-17.4%	(526,472)	-16.5%
Local Sales & Use Tax	11,955,004	2,795,117	10,630,000	2,502,032	2,537,782	(257,335)	-9.2%	35,750	1.4%
Sales/Parks	663,655	156,132	650,900	154,954	155,546	(586)	-0.4%	592	0.4%
Brokered Natural Gas Use Tax	50,477	17,485	40,000	10,927	6,790	(10,695)	-61.2%	(4,137)	-37.9%
Criminal Justice Sales Tax	1,179,058	270,125	1,166,200	265,751	249,787	(20,339)	-7.5%	(15,965)	-6.0%
Admissions Tax	504,879	114,161	496,000	120,509	80,809	(33,352)	-29.2%	(39,700)	-32.9%
Utility Tax	5,575,351	1,490,310	5,415,800	1,498,405	1,506,380	16,069	1.1%	7,975	0.5%
Leasehold Tax	9,779	552	5,000	141	-	(552)	-100.0%	(141)	-100.0%
Gambling Tax	3,099,813	825,825	2,801,000	709,167	577,707	(248,118)	-30.0%	(131,460)	-18.5%
Franchise Fees	4,145,138	989,149	4,335,700	1,022,778	1,033,555	44,406	4.5%	10,777	1.1%
Development Service Fees (CED)	1,749,026	270,907	1,744,000	413,079	407,330	136,424	50.4%	(5,749)	-1.4%
Permits & Fees (PW)	154,287	27,714	112,500	23,635	38,784	11,071	39.9%	15,150	64.1%
License & Permits (BL, Alarm, Animal)	415,674	141,895	421,525	176,399	107,187	(34,708)	-24.5%	(69,212)	-39.2%
State Shared Revenues	1,985,974	480,166	2,041,300	524,089	459,908	(20,258)	-4.2%	(64,181)	-12.2%
Intergovernmental	528,086	145,873	424,134	123,557	166,954	21,082	14.5%	43,397	35.1%
Parks & Recreation Fees	279,541	61,112	313,700	69,456	51,290	(9,822)	-16.1%	(18,166)	-26.2%
Police Contracts, including Extra Duty	1,363,913.30	323,110	1,149,500	311,000	311,000	(12,111)	-3.7%	-	0.0%
Other Charges for Services	5,384	470	4,500	969	18	(452)	-96.1%	(950)	-98.1%
Fines & Forfeitures - Municipal Court	812,773	226,377	783,400	222,985	213,000	(13,378)	-5.9%	(9,985)	-4.5%
Fines & Forfeitures - Camera Enforcement	950,064	210,264	700,000	148,454	246,715	36,451	17.3%	98,261	66.2%
Miscellaneous/Interest/Other	417,942	55,584	142,964	24,481	65,051	9,467	17.0%	40,571	165.7%
Interfund Transfers	284,700	71,175	284,700	71,175	71,175	-	0.0%	-	0.0%
Subtotal Operating Revenues	\$ 43,289,960	\$ 11,905,719	\$ 41,062,823	\$ 11,589,050	\$ 10,955,405	\$ (950,314)	-8.0%	\$ (633,645)	-5.5%
EXPENDITURES:									
City Council	135,995	33,178	155,073	39,559	35,200	2,022	6.1%	(4,359)	-11.0%
City Manager	722,760	188,869	735,971	195,532	184,752	(4,117)	-2.2%	(10,780)	-5.5%
Municipal Court	1,958,515	550,388	2,165,074	597,194	535,916	(14,471)	-2.6%	(61,277)	-10.3%
Administrative Services	1,775,396	475,363	1,877,297	494,434	489,092	13,729	2.9%	(5,342)	-1.1%
Legal	1,706,817	410,444	1,688,196	414,018	408,748	(1,697)	-0.4%	(5,270)	-1.3%
Community & Economic Development	2,266,964	545,822	2,353,919	580,981	544,910	(913)	-0.2%	(6,071)	-6.2%
Parks, Recreation & Community Services	2,903,440	587,576	2,986,335	625,612	568,093	(19,484)	-3.3%	(57,520)	-9.2%
Police	24,953,309	6,728,994	25,950,745	6,877,061	6,409,974	(319,019)	-4.7%	(467,086)	-6.8%
Street Operations & Engineering	2,392,808	\$647,704	2,443,302	633,784	\$550,893	(96,811)	-14.9%	(82,891)	-13.1%
Non-Departmental	121,530	54,360	133,960	61,021	54,748	388	0.7%	(6,273)	-10.3%
Interfund Transfers	471,603	-	476,487	-	-	-	n/a	-	n/a
Subtotal Operating Expenditures	\$ 39,409,137	\$ 10,222,699	\$ 40,966,359	\$ 10,519,196	\$ 9,782,326	(440,373)	-4.3%	(736,871)	-7.0%
OPERATING INCOME (LOSS)	\$ 3,880,823	\$ 1,683,020	\$ 96,464	\$ 1,069,854	\$ 1,173,079	\$ (509,941)	-30.3%	\$ 103,225	9.6%
OTHER FINANCING SOURCES:									
Grants, Contrib, 1-Time Source	544,624	122,942	722,963	88,746	88,746	(34,197)	-27.8%	-	0.0%
Transfers In	-	-	-	-	-	-	n/a	-	n/a
Subtotal Other Financing Sources	\$ 544,624	\$ 122,942	\$ 722,963	\$ 88,746	\$ 88,746	\$ (34,197)	-27.8%	\$ -	0.0%
OTHER FINANCING USES:									
Capital & Other 1-Time	1,731,045	212,184	1,784,509	257,220	257,220	45,036	21.2%	-	0.0%
Interfund Transfers	1,663,097	224,343	802,676	719,129	719,129	494,786	220.5%	-	0.0%
Subtotal Other Financing Uses	\$ 3,394,142	\$ 436,527	\$ 2,587,185	\$ 976,349	\$ 976,349	\$ 539,822	123.7%	\$ -	0.0%
Total Revenues and Other Sources	\$ 43,834,584	\$ 12,028,661	\$ 41,785,786	\$ 11,677,796	\$ 11,044,151	\$ (984,511)	-8.2%	\$ (633,645)	-5.4%
Total Expenditures and other Uses	\$ 42,803,280	\$ 10,659,226	\$ 43,553,544	\$ 11,495,546	\$ 10,758,675	\$ 99,449	0.9%	\$ (736,871)	-6.4%
Beginning Fund Balance:	\$ 8,847,537	\$ 8,847,537	\$ 9,878,841	\$ 9,878,841	\$ 9,878,841	\$1,031,304	11.7%	\$ -	0.0%
Ending Fund Balance:	\$ 9,878,841	\$ 10,216,972	\$ 8,111,083	\$ 10,061,091	\$ 10,164,317	\$ (52,656)	-0.5%	\$ 103,225	1.0%
Ending Fund Balance as a % of Oper Rev	22.8%	85.8%	19.8%	86.8%	92.8%				
Reserve - Total Target 12% of Oper Rev:	\$ 5,194,795	\$ 5,194,795	\$ 4,927,539	\$ 4,927,539	\$ 4,927,539				
2% Contingency Reserves	\$ 865,799	\$ 865,799	\$ 821,256	\$ 821,256	\$ 821,256				
5% General Fund Reserves	\$ 2,164,498	\$ 2,164,498	\$ 2,053,141	\$ 2,053,141	\$ 2,053,141				
5% Strategic Reserves	\$ 2,164,498	\$ 2,164,498	\$ 2,053,141	\$ 2,053,141	\$ 2,053,141				
Undesignated/Reserved for 2020-2022 Budgets	\$ 4,684,046	\$ 4,684,046	\$ 3,183,544	\$ 5,133,553	\$ 5,236,778				

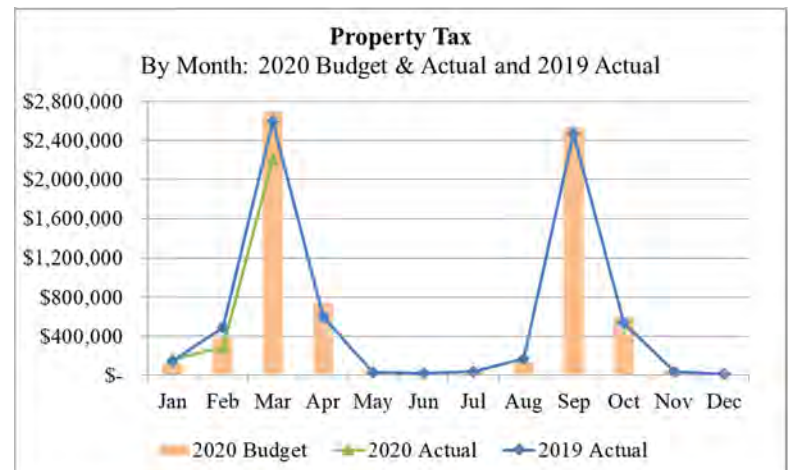
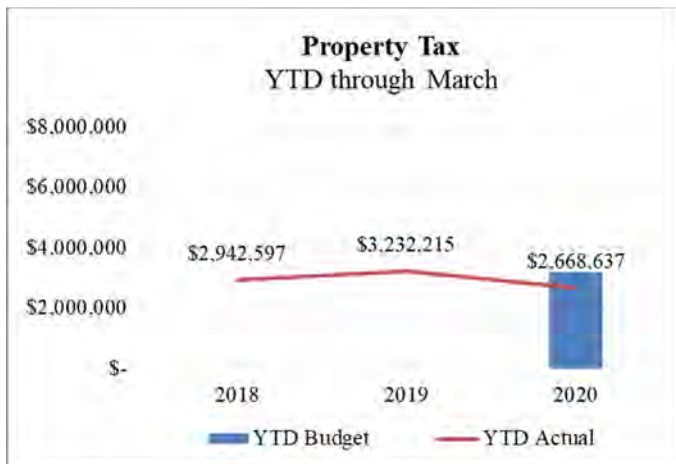
* Undesignated/Reserved Balances are one-time funds and per the city's financial policies may not be used for ongoing operations.

Property Tax

A property tax rate is placed on each piece of property within the City and is used for general governmental purpose. The rate is expressed in “dollars per \$1,000 assessed value (AV), and is a function of the property tax levy permitted by law and adopted by the City Council. In the City of Lakewood, as in other Washington cities, the maximum regular levy cannot exceed \$3.60, which includes the maximum regular levy of \$3.375 plus an additional \$0.225 per \$1,000 AV to provide for the Firemen’s Pension Fund. Property tax is assessed on land, buildings, and residential homes, and on inventory and improvements to commercial property.

Levy Rate Per \$1,000 Assessed Value				
Taxing District	2017	2018	2019	2020
City of Lakewood	\$ 1.24	\$ 1.15	\$ 1.03	\$ 0.98
Emergency Medical Services	0.50	0.48	0.44	0.50
Flood Control	0.09	0.08	0.08	0.10
Pierce County	1.33	1.23	1.13	1.05
Port of Tacoma	0.18	0.18	0.18	0.18
Rural Library	0.47	0.43	0.50	0.47
School District	5.88	4.96	2.88	3.78
Sound Transit	0.25	0.23	0.21	0.20
Washington State	2.07	2.91	2.62	3.01
West Pierce Fire District	2.96	2.78	2.48	2.81
Total Levy Rate	\$ 14.97	\$ 14.43	\$ 11.54	\$ 13.08

Property Tax Year-to-date through March								
Month	2018 Actual	2019 Actual	2020		Over / (Under)			
			Budget	Actual	2020 Actual vs 2019 Actual		2020 Actual vs 2020 Budget	
					\$	%	\$	%
Jan	\$ 123,438	\$ 144,853	\$ 114,968	\$ 167,149	\$ 22,296	15.4%	\$ 52,181	45.4%
Feb	306,699	492,293	381,550	288,602	(203,691)	-41.4%	(92,948)	-24.4%
Mar	2,512,460	2,595,070	2,698,591	2,212,886	(382,184)	-14.7%	(485,705)	-18.0%
Apr	728,230	601,934	742,945	-	-	-	-	-
May	38,834	32,454	44,283	-	-	-	-	-
Jun	19,413	25,420	25,609	-	-	-	-	-
Jul	49,435	37,309	42,976	-	-	-	-	-
Aug	115,497	168,603	142,979	-	-	-	-	-
Sep	2,499,961	2,468,943	2,539,475	-	-	-	-	-
Oct	467,672	535,490	601,319	-	-	-	-	-
Nov	29,935	41,237	42,281	-	-	-	-	-
Dec	19,369	15,837	23,023	-	-	-	-	-
Total YTD	\$ 2,942,597	\$ 3,232,215	\$ 3,195,109	\$ 2,668,637	\$ (563,578)	-17.4%	\$ (526,471)	-16.5%
Total Annual	\$ 6,910,943	\$ 7,159,443	\$ 7,400,000	n/a	n/a	n/a	n/a	n/a
AV (in billions)	\$6.00	\$6.93	\$7.46					
5-Year Average Change (2015 - 2019):		1.8%						

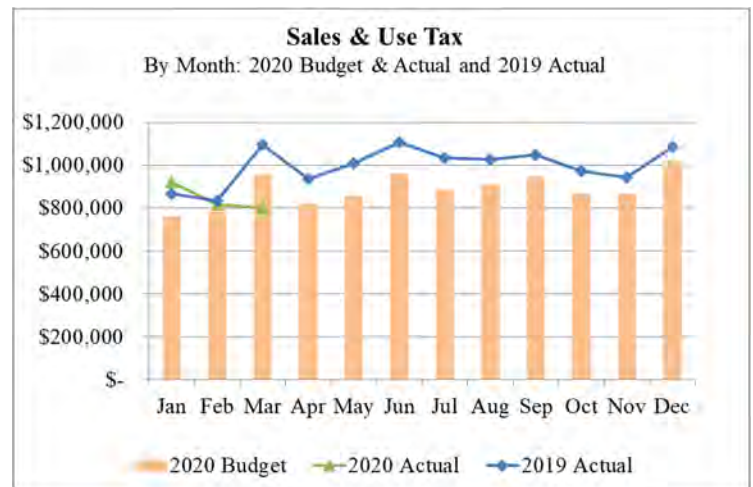
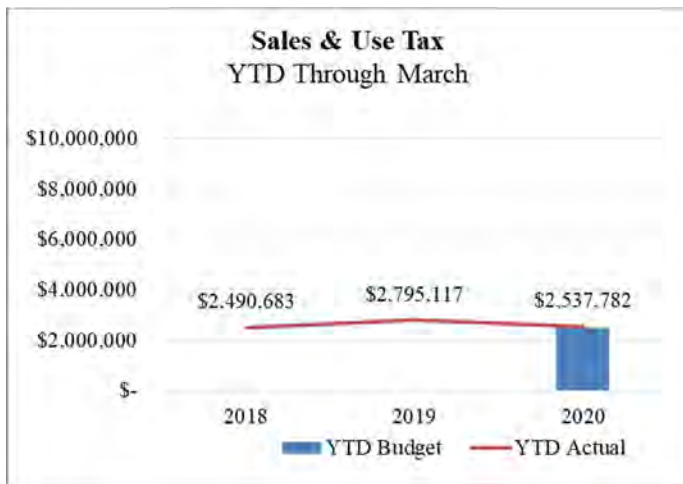


Sales & Use Tax

The City imposes a sales and use tax of 1% to fund general government programs. Of this total, 15% is provided to Pierce County per state law. The City imposes both the basic 0.5% and the optional 0.5% sales and use tax. This tax is imposed on personal and business purchases of tangible property. The retail sales tax is also assessed on some services such as repairs and construction. The City receives 1% of the sales tax rate. Of the 1%, the City receives 0.84% (Pierce County receives 15% of the 1% and the State receives 1% of the 1% leaving 0.84% to the City).

Agency	Rate
State of Washington	6.50%
City of Lakewood	1.00%
Criminal Justice Sales Tax	0.10%
Pierce Transit	0.60%
Sound Transit	1.40%
Pierce County Juvenile Facilities	0.10%
Zoo-Park Fee	0.10%
South Sound 911	0.10%
Total Tax on Sales & Use	9.90%

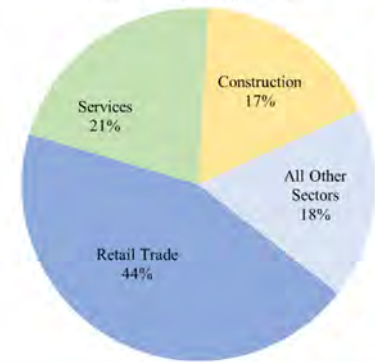
Sales Tax Year-to-date through March								
Month	2018 Actual	2019 Actual	2020		Over / (Under)			
			Budget	Actual	2020 Actual vs 2019 Actual		2020 Actual vs 2020 Budget	
					\$	%	\$	%
Jan	\$ 777,046	\$ 866,122	\$ 759,656	921,305	\$ 55,183	6.4%	\$ 161,649	21.3%
Feb	756,096	834,944	783,774	815,257	(19,687)	-2.4%	31,483	4.0%
Mar	957,541	1,094,051	958,602	801,220	(292,831)	-26.8%	(157,382)	-16.4%
Apr	824,513	936,605	818,231	-	-	-	-	-
May	882,494	1,009,891	856,431	-	-	-	-	-
Jun	988,945	1,106,875	961,410	-	-	-	-	-
Jul	876,871	1,033,260	885,126	-	-	-	-	-
Aug	930,324	1,027,630	911,899	-	-	-	-	-
Sep	1,003,916	1,047,083	946,773	-	-	-	-	-
Oct	908,774	972,142	864,928	-	-	-	-	-
Nov	983,643	942,492	865,624	-	-	-	-	-
Dec	1,087,851	1,083,910	1,017,546	-	-	-	-	-
Total YTD	\$ 2,490,683	\$ 2,795,117	\$ 2,502,032	\$ 2,537,782	\$ (257,335)	-9.2%	\$ 35,750	1.4%
Annual Total	\$ 10,978,014	\$ 11,955,004	\$ 10,630,000	n/a	n/a	n/a	n/a	n/a
Annual Sales (in millions)	\$1,307	\$1,423	\$1,265					
5-Year Average Change (2015 - 2019):		7.5%						



Retail trade, the largest economic sector, accounts for 45% of collections, followed by services and construction, which account for 23% and 17%, respectively. All other sectors, including wholesale trade, information, finance, insurance and real estate, manufacturing, government, transportation and utilities, and other accounts for the remaining 16%.

Top 10 Taxpayers (Grouped by Sector)				
Year-to-date through March				
Sector	2019	2020	Over / (Under)	
			Change from 2019	
			\$	%
General Merchandise Stores	\$ 185,080	\$ 195,373	\$ 10,294	5.6%
Construction of Buildings	48,703	133,141	84,438	173.4%
Heavy and Civil Engineering Construction	28,432	62,782	34,350	120.8%
Motor Vehicle and Parts Dealers	123,340	94,359	(28,982)	-23.5%
Building & Garden Materials and Supplies	49,022	51,939	2,917	6.0%
Miscellaneous Store Retailers	-	44,164	44,164	n/a
Administrative and Support Services	19,021	35,447	16,427	86.4%
Total	\$ 453,598	\$ 617,205	\$ 163,607	36.1%

Sales Tax by Sector
Year-to-date through March



Sales & Use Tax by Sector Year-to-date through March							
Sector	Actual		Over / (Under)		Explanation of Variance		
	2019	2020	Change from 2019		Increase / (Decrease)		
			\$	%	\$ in Thousands		
Retail Trade	\$ 1,318,557	\$ 1,117,736	\$ (200,820)	-15.2%	\$ (181)	-42%	Motor Vehicle and Parts Dealers
					\$ (20)	-30%	Clothing and Clothing Accessories Stores
					\$ (16)	-32%	Furniture and Home Furnishings Stores
					\$ (6)	-3%	General Merchandise Stores
					\$ 5	4%	Miscellaneous Store Retailers
					\$ 6	12%	Health and Personal Care Stores
					\$ 10	11%	Food and Beverage Stores
Services	656,060	540,400	(115,660)	-17.6%	\$ (83)	-24%	Food Services and Drinking Places
					\$ (23)	-20%	Repair and Maintenance
					\$ (9)	-27%	Professional, Scientific, and Technical Services
					\$ (6)	-24%	Personal and Laundry Services
					\$ (4)	-17%	Amusement, Gambling, and Recreation Industries
					\$ 14	21%	Administrative and Support Services
Construction	410,562	436,958	26,396	6.4%	\$ (12)	-12%	Specialty Trade Contractors
					\$ 3	6%	Heavy and Civil Engineering Construction
					\$ 36	14%	Construction of Buildings
Wholesale Trade	117,014	136,621	19,607	16.8%	\$ (2)	-70%	Wholesale Electronic Markets and Agents and Brokers
					\$ (2)	-5%	Merchant Wholesalers, Nondurable Goods
					\$ 23	28%	Merchant Wholesalers, Durable Goods
Information	104,179	120,891	16,712	16.0%	\$ (6)	-74%	Data Processing, Hosting, and Related Services
					\$ (3)	-33%	Motion Picture and Sound Recording Industries
					\$ 12	1096%	Other Information Services
					\$ 14	18%	Telecommunications
Finance, Insurance, Real Estate	109,411	99,829	(9,582)	-8.8%	\$ (13)	-15%	Rental and Leasing Services
					\$ 3	16%	Credit Intermediation and Related Activities
Manufacturing	25,658	34,633	8,975	35.0%	\$ (4)	-74%	Apparel Manufacturing
					\$ (3)	-32%	Printing and Related Support Activities
					\$ (2)	-42%	Miscellaneous Manufacturing
					\$ (2)	-81%	Wood Product Manufacturing
					\$ 19	-121%	Fabricated Metal Product Manufacturing
Government	25,652	32,227	6,575	25.6%	\$ (1)	-19%	Govt/Unclassifiable
					\$ 1	192%	Justice, Public Order, and Safety Activities
					\$ 7	44%	Administration of Economic Programs
Other	28,025	18,487	(9,538)	-34.0%	\$ (4)	-32%	Transit and Ground Passenger Transportation
					\$ (3)	-27%	Support Activities for Transportation
					\$ (2)	-100%	Unknown
Total	\$ 2,795,119	\$ 2,537,783	\$ (257,335)	-9.2%			

Note on Wholesale Sales Tax Classification: Sales tax applies if the buyer does not have a reseller permit or exemption certificate. Additionally, purchases made for personal or household use is not exempt from sales tax. This includes items used in a business that are not resold, such as office supplies, tools, equipment and equipment rentals.

The Marketplace Fairness Act, effective January 1, 2018, resulted in an increase in sales tax distributions for all cities and counties, but also eliminated the SST mitigation payments that many cities and counties have received since 2008. SST mitigation helped compensate jurisdictions for sales tax revenues that were lost when the state switched from an origin-based to destination-based sales tax for delivery of goods. As jurisdictions receive increased sales tax revenues from internet and remote sales, their SST mitigation payments are reduced by a corresponding amount, and all mitigation payments will cease as of October 1, 2019. The City's SST mitigation ceased mid-2018 since sales tax from the Marketplace Fairness Act exceeded SST mitigation.

The following section provides a sales tax comparison by retail area and is based on UBI numbers and physical location addresses received from the Washington State Business License database, matched against UBI numbers in the City's sales tax database.

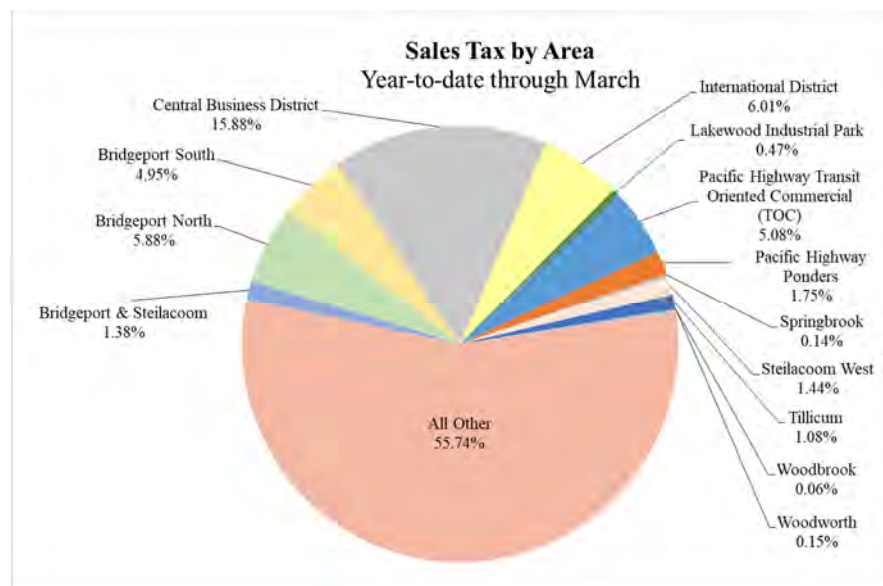
Marketplace Fairness Act				
Year	AWC Annual Est	Annual Actual	Over/Under Estimate	
			\$	%
2018	\$ 83,017	\$ 121,932	\$ 38,915	46.9%
2019	\$ 254,620	\$ 157,863	\$ (96,757)	-38.0%
2020	\$ 325,104	n/a	n/a	n/a
2021	\$ 364,509			
2022	\$ 397,231			
2023	\$ 433,026			
Total	\$ 1,857,507			

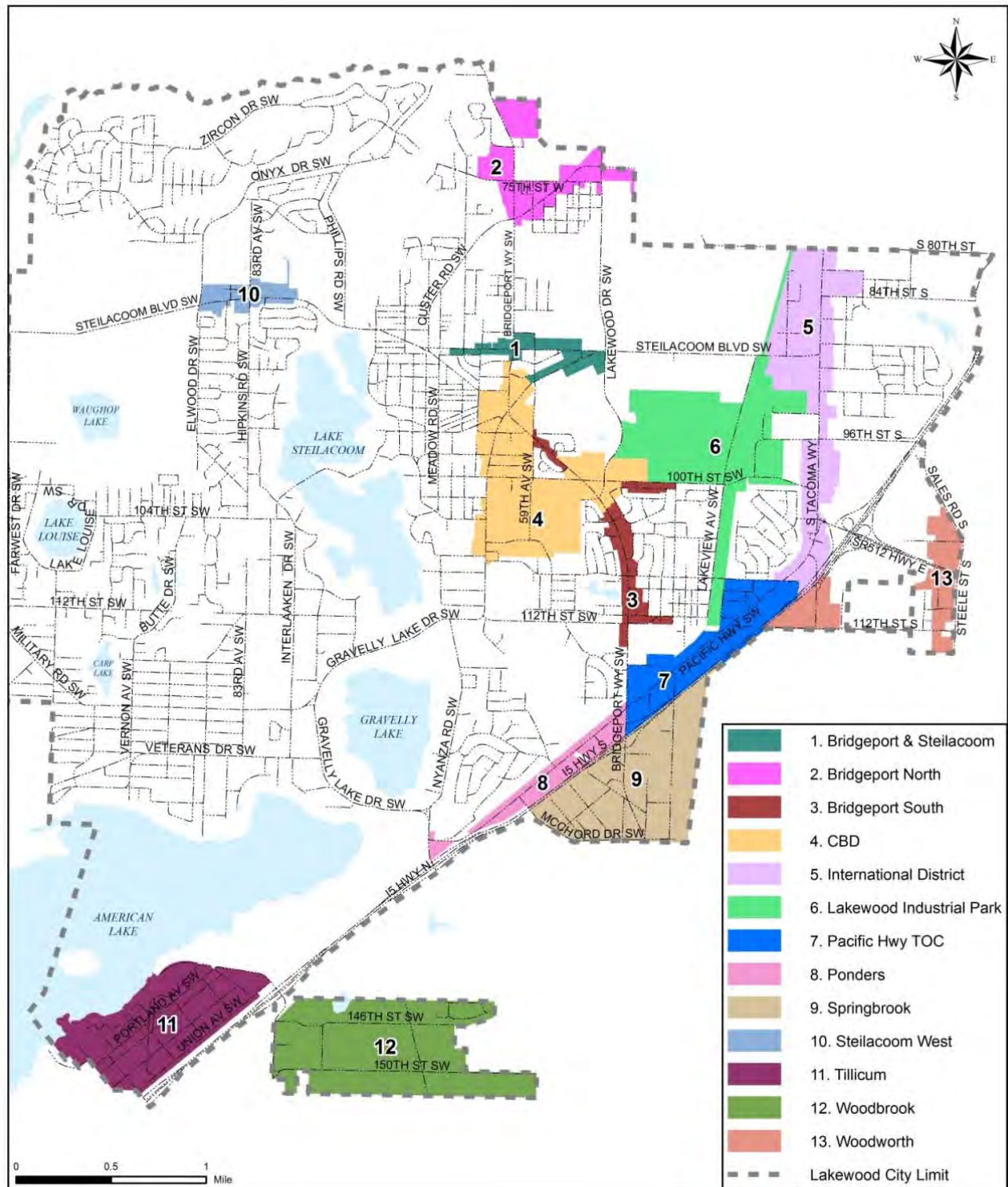
Marketplace Fairness Act Quarterly Distributions					
	2018	2019	2020	Over/Under	
				\$	%
Q1	\$ 27,107	\$ 32,686	\$ -	\$ (32,686)	-100.0%
Q2	28,007	36,003			-100.0%
Q3	29,402	39,758			-100.0%
Q4	37,416	49,416			-100.0%
Total YTD	\$ 27,107	\$ 32,686	\$ -	\$ (32,686)	-100.0%
Total Annual	\$ 121,932	\$ 157,863	n/a	n/a	n/a

Note: Q1 2020 - Following up with DOR on missing distribution.

The area category title "All Other" which includes food services & drinking places, construction, and telecommunications attempts to capture: businesses that have multiple locations reporting under a single UBI number is excluded from the retail area reporting (such as Walgreens, O'Reilly's, Starbucks, Dollar Tree, McDonald's, etc.); businesses that do not fall under the retail area as currently defined (such food services & drinking places); or businesses that do not have a physical location in the City but are providing services within the City limits (telecommunications and construction). Businesses are added to the sales and use tax area periodically throughout the year; therefore, amounts reported in previous periods may differ.

Descriptor	Map ID	Location
Bridgeport & Steilacoom	1	Steilacoom Boulevard from John Dower Road to Lakewood Drive
Bridgeport North	2	Bridgeport Way from Custer Road to Univerity Place city limit; and Custer Road from Bridgeport Way to Tacoma city limit
Bridgeport South	3	Bridgeport Way from 108th Street to 59th Avenue
Central Business District	4	Lakewood Towne Center, the Colonial Center, and Lowes/Hobby Lobby Complex
International District	5	South Tacoma Way and Durango Avenue from 87th Street to the B&I
Lakewood Industrial Park	6	Lakeview Avenue from 108th Street to Steilacoom Boulevard and Lakewood Industrial Park
Pacific Highway TOC	7	Pacific Highway from 108th Street SW to Bridgeport Way
Pacific Highway Ponders	8	Pacific Highway from Gravelly Lake Drive to Bridgeport Way
Springbrook	9	Springbrook Neighborhood
Steilacoom West	10	Steilacoom Drive from 87th Avenue to Phillips Road
Tillicum	11	Tillicum Neighborhood
Woodbrook	12	Woodbrook Neighborhood
Woodworth	13	112th Street & South Tacoma Way/Steele Street/Sales Road (west Lakewood)





Retail Tax Areas

Map Date: April 03, 2015
 \Projects\Finance\RetailTax\RTAs.mxd

This product was prepared with care by City of Lakewood GIS. City of Lakewood expressly disclaims any liability for any inaccuracies which may yet be present. This is not a survey. Datasets were collected at different accuracy levels by various sources. Data on this map may be shown at scales larger than its original compilation. Call 253-589-2489 for further information.

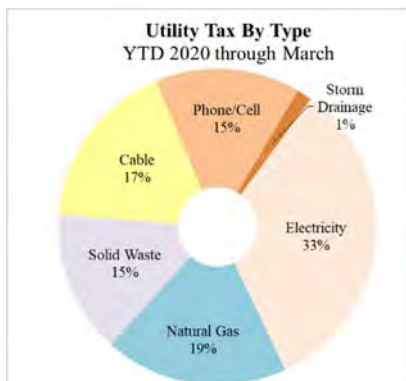
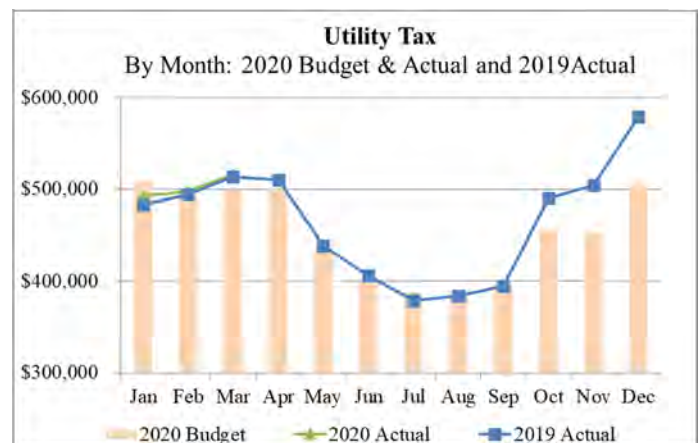
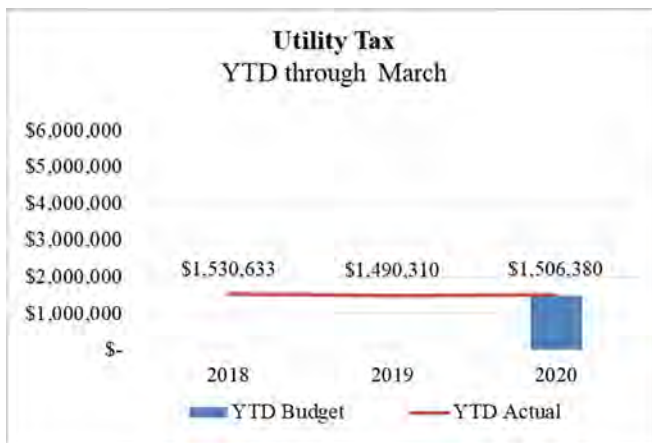
Sales & Use Tax by Area							
Year-to-date through March							
Map ID/Area	2019	2020	Over / (Under)		Explanation of Variance		
			Change from 2019				
			\$	%	Increase / (Decrease)		
\$ in Thousands							
1 Bridgeport & Steilacoom	\$ 38,294	\$ 34,947	\$ (3,347)	-8.7%	\$ (2)	-22%	Personal and Laundry Services
					\$ (1)	-10%	Building Material and Garden Equipment and Supplie
					\$ (0)	-24%	Furniture and Home Furnishings Stores
					\$ (0)	-100%	Construction of Buildings
					\$ 0	4%	Repair and Maintenance
2 Bridgeport North	149,278	149,119	(159)	-0.1%	\$ (1)	-100%	Gasoline Stations
					\$ (1)	-24%	Food Services and Drinking Places
					\$ (1)	-51%	Repair and Maintenance
					\$ 3	2%	General Merchandise Stores
3 Bridgeport South	175,553	125,538	(50,016)	-28.5%	\$ (12)	-32%	Motor Vehicle and Parts Dealers
					\$ (9)	-27%	Food Services and Drinking Places
					\$ (9)	-90%	Furniture and Home Furnishings Stores
					\$ (4)	-25%	Repair and Maintenance
					\$ (4)	-35%	Merchant Wholesalers, Nondurable Goods
					\$ (3)	-75%	Heavy and Civil Engineering Construction
					\$ (3)	-42%	Health and Personal Care Stores
4 Central Business District	460,529	403,035	(57,494)	-12.5%	\$ (36)	-28%	Food Services and Drinking Places
					\$ (13)	-39%	Clothing and Clothing Accessories Stores
					\$ (7)	-8%	General Merchandise Stores
5 International District	209,072	152,532	(56,540)	-27.0%	\$ (18)	-35%	Food Services and Drinking Places
					\$ (18)	-44%	Motor Vehicle and Parts Dealers
					\$ (11)	-24%	Rental and Leasing Services
					\$ (3)	-42%	Clothing and Clothing Accessories Stores
					\$ (2)	-23%	Miscellaneous Store Retailers
					\$ (2)	-34%	General Merchandise Stores
6 Lakewood Industrial Park	21,330	11,934	(9,396)	-44.0%	\$ (6)	-46%	Repair and Maintenance
					\$ (3)	-95%	Support Activities for Transportation
					\$ (1)	-81%	Administrative and Support Services
					\$ (0)	-92%	Electronics and Appliance Stores
7 Pacific Highway (TOC) Transit Oriented Commercial	159,300	128,893	(30,407)	-19.1%	\$ (28)	-22%	Motor Vehicle and Parts Dealers
					\$ (1)	-60%	Miscellaneous Store Retailers
8 Pacific Highway Ponders	58,653	44,506	(14,146)	-24.1%	\$ (8)	-30%	Motor Vehicle and Parts Dealers
					\$ (3)	-35%	Repair and Maintenance
					\$ (2)	-31%	Food Services and Drinking Places
					\$ (2)	-181%	Apparel Manufacturing
9 Springbrook	3,608	3,625	17	0.5%	\$ (0)	-66%	Food Services and Drinking Places
					\$ 0	5%	Securities, Commodity Contracts, and Other Financi
10 Steilacoom West	36,209	36,430	221	0.6%	\$ (3)	-50%	Food Services and Drinking Places
					\$ (1)	-39%	Gasoline Stations
					\$ (0)	-89%	Printing and Related Support Activities
					\$ 5	19%	Food and Beverage Stores
11 Tillicum	30,249	27,513	(2,736)	-9.0%	\$ (2)	-42%	Apparel Manufacturing
					\$ (2)	-38%	Repair and Maintenance
					\$ 1	6%	Food Services and Drinking Places
12 Woodbrook	1,290	1,447	157	12.2%	\$ 0	3%	Food and Beverage Stores
					\$ 0	100%	Support Activities for Agriculture and Forestry
13 Woodworth	5,540	3,801	(1,739)	-31.4%	\$ (1)	-37%	Repair and Maintenance
					\$ (1)	-93%	Waste Management and Remediation Services
Other:							
Food Services, Drinking Places	108,394	96,106	(12,288)	-11.3%			
Construction	393,984	422,688	28,705	7.3%			
Telecommunications	70,602	84,058	13,456	19.1%			
All Other Categories	873,232	811,610	(61,623)	-7.1%	\$ (114)	-58%	Motor Vehicle and Parts Dealers
					\$ (9)	-34%	Professional, Scientific, and Technical Services
					\$ (6)	-28%	Furniture and Home Furnishings Stores
					\$ (6)	-74%	Data Processing, Hosting, and Related Services
					\$ (5)	-12%	Repair and Maintenance
					\$ (4)	-32%	Transit and Ground Passenger Transportation
					\$ (3)	-29%	Printing and Related Support Activities
					\$ (3)	-14%	Clothing and Clothing Accessories Stores
					\$ 9	10%	Miscellaneous Store Retailers
					\$ 11	84%	Health and Personal Care Stores
					\$ 12	1096%	Other Information Services
					\$ 16	26%	Administrative and Support Services
					\$ 19	-116%	Fabricated Metal Product Manufacturing
					\$ 24	31%	Merchant Wholesalers, Durable Goods
Total	\$ 2,795,117	\$ 2,537,782	\$ (257,335)	-9.2%			

Utility Tax

The City levies a tax on utilities provided within the city. The tax is currently 5% of gross income for electric and gas services and 6% of gross income for solid waste, cable, cellular phone, landlines and storm drainage.

The increase in December 2019 is primarily due to an audit of a major phone provider for the tax period of January 1, 2012 through May 31, 2018.

Utility Tax								
Year-to-date through March								
Month	2018 Actual	2019 Actual	2020		Over / (Under)			
			Budget	Actual	2020 Budget vs 2019 Actual		2020 Actual vs Budget	
					\$	%	\$	%
Jan	\$ 526,486	\$ 482,703	\$ 508,695	\$ 492,960	\$ 10,257	2.1%	\$ (15,735)	-3.1%
Feb	486,862	494,221	491,095	497,700	3,479	0.7%	6,605	1.3%
Mar	517,285	513,387	498,615	515,720	2,333	0.5%	17,105	3.4%
Apr	519,012	509,876	501,255		-	-	-	-
May	437,930	438,676	433,347		-	-	-	-
Jun	393,222	406,169	398,628		-	-	-	-
Jul	391,975	378,731	387,312		-	-	-	-
Aug	392,788	383,662	389,062		-	-	-	-
Sep	381,718	394,350	395,406		-	-	-	-
Oct	449,383	490,378	455,884		-	-	-	-
Nov	439,715	504,221	450,972		-	-	-	-
Dec	472,352	578,978	505,530		-	-	-	-
Total YTD	\$ 1,530,633	\$ 1,490,310	\$ 1,498,405	\$ 1,506,380	\$ 16,070	1.1%	\$ 7,976	0.5%
Total Annual	\$ 5,408,728	\$ 5,575,350	\$ 5,415,800	n/a	n/a	n/a	n/a	n/a
5-Year Average Change (2015 - 2019):		-0.4%						



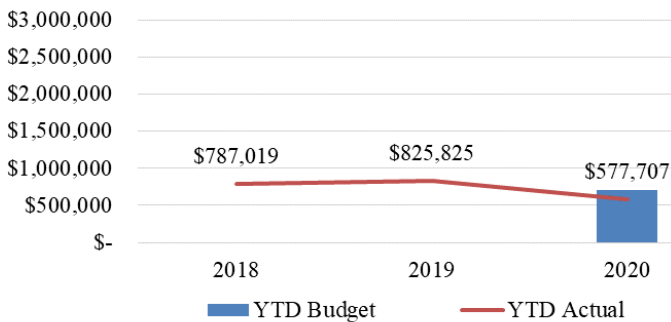
Utility Tax by Type									
Year-to-date through March									
Type	2019		2020			Over / (Under)			
	Annual Actual	YTD Actual	Annual Budget	YTD Budget	YTD Actual	2020 YTD Actual vs 2019 YTD Actual		2020 Actual vs 2020 YTD Budget	
						\$	%	\$	%
Electricity	\$ 1,714,042	\$ 513,690	\$ 1,692,500	\$ 516,480	\$ 496,629	\$ (17,061)	-3.3%	\$ (19,851)	-3.8%
Natural Gas	667,519	257,083	704,000	258,479	281,935	24,852	9.7%	23,456	9.1%
Solid Waste	868,805	211,536	790,500	212,685	220,429	8,893	4.2%	7,744	3.6%
Cable	1,040,070	246,719	1,046,300	248,059	262,115	15,396	6.2%	14,056	5.7%
Phone/Cell	1,031,230	242,764	936,900	244,083	222,263	(20,501)	-8.4%	(21,820)	-8.9%
Storm Drainage	253,685	18,519	245,600	18,620	23,009	4,490	24.2%	4,389	23.6%
Total	\$ 5,575,350	\$ 1,490,310	\$ 5,415,800	\$ 1,498,406	\$ 1,506,380	\$ 16,071	1.1%	\$ 7,975	0.5%

Gambling Tax

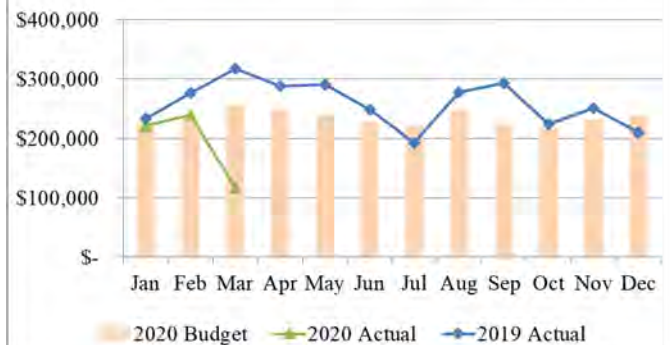
The City levies a gambling tax on gross receipts derived by operators of gambling activities, including punchboards; pull tabs, bingo, raffles, amusement games, and social card rooms. Fund raising activities and charitable and non-profit organizations that involve game of chance are subject to the tax. The gambling tax rates by activity are as follows: card rooms (11% of gross receipts), punch boards (3% of gross receipts), pull tabs (5% of gross receipts), bingo (5% off gross receipts less amounts paid as prizes), raffles (5% of gross receipts less amount paid as prizes); amusement games (2% of gross receipts less amount paid as prizes). Gambling tax from card rooms account for the majority of the revenues.

Gambling Tax								
Year-to-date through March								
Month	2018 Actual	2019 Actual	2020		Over / (Under)			
			Budget	Actual	2020 Actual vs 2019 Actual		2020 Actual vs Budget	
					\$	%	\$	%
Jan	\$ 263,390	\$ 232,365	\$ 225,026	\$ 221,353	\$ (11,012)	-4.7%	\$ (3,673)	-1.6%
Feb	249,131	276,487	228,779	239,499	(36,988)	-13.4%	10,720	4.7%
Mar	274,498	316,973	255,361	116,855	(200,118)	-63.1%	(138,506)	-54.2%
Apr	261,555	287,987	246,230	-	-	-	-	-
May	252,447	290,634	239,023	-	-	-	-	-
Jun	227,021	248,101	227,617	-	-	-	-	-
Jul	248,032	192,822	220,001	-	-	-	-	-
Aug	319,934	277,725	246,996	-	-	-	-	-
Sep	237,493	292,664	223,241	-	-	-	-	-
Oct	206,634	224,158	216,489	-	-	-	-	-
Nov	325,337	250,787	231,717	-	-	-	-	-
Dec	316,183	209,109	240,518	-	-	-	-	-
Total YTD	\$ 787,019	\$ 825,825	\$ 709,167	\$ 577,707	\$ (248,118)	-30.0%	\$ (131,460)	-18.5%
Total Annual	\$ 3,181,653	\$ 3,099,811	\$ 2,801,000	n/a	n/a	n/a	n/a	n/a
5-Year Average Change (2015 - 2019):			2.4%					

Gambling Tax
YTD through March



Gambling Tax
By Month: 2020 Budget & Actual and 2019 Actual



Gambling Tax Composition
YTD 2020 through March



Card Room Gambling Tax - Major Establishments Only

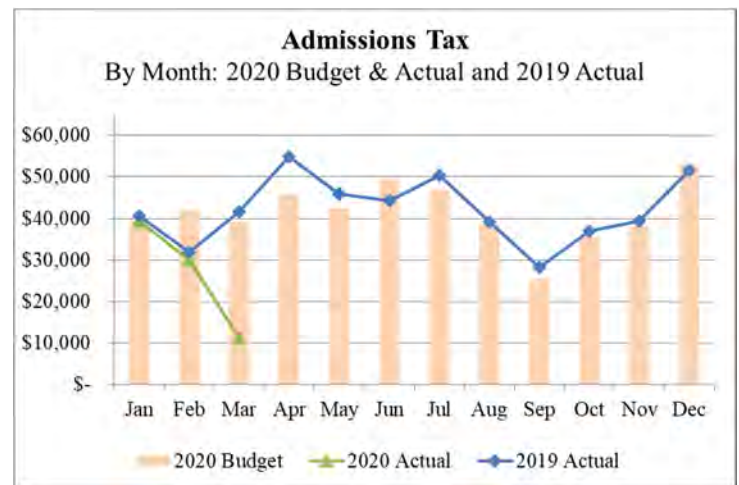
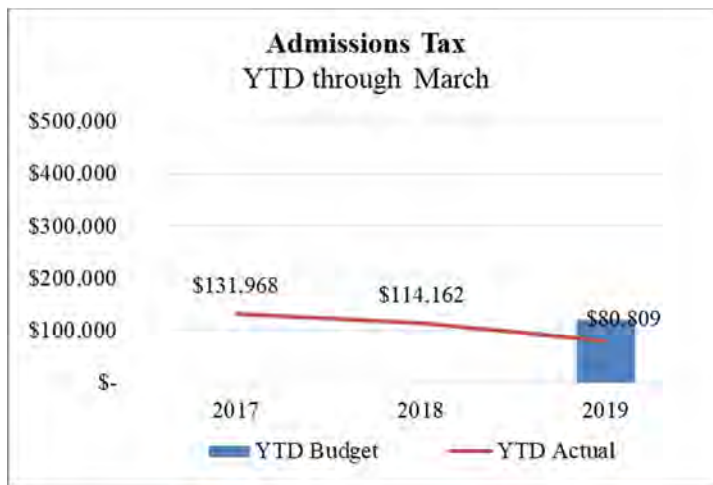
Major Establishment	Year-to-date through March					Over / (Under)	
	2018 Annual Actual	2019		2020 YTD Actual	YTD 2020 Actual vs YTD 2019 Actual	\$	%
		Annual Actual	YTD Actual				
Chips Casino	\$ 938,450	\$ 902,660	\$ 255,422	\$ 151,178	\$ (104,244)		-40.8%
Great American Casino	587,670	667,826	158,362	128,410	(29,951)		-18.9%
Macau Casino	959,923	789,618	221,522	153,823	(67,699)		-30.6%
Palace Casino	565,092	617,032	156,261	121,828	(34,433)		-22.0%
Total	\$3,051,136	\$2,977,136	\$ 791,567	\$ 555,239	\$ (236,328)		-29.9%

Figures above are for card room gambling tax only (does not include minor amounts for pull tabs, punch boards, or amusement).

Admissions Tax

The City levies an admissions tax of 5% on activities such as movie and play tickets, entrance fees and over charges to clubs. The tax is levied on the person or organization collecting the admission fee.

Admissions Tax Year-to-date through March								
Month	2018 Actual	2019 Actual	2020		Over / (Under)			
			Budget	Actual	2020 Actual vs 2019 Actual		2020 Actual vs Budget	
					\$	%	\$	%
Jan	\$ 40,770	\$ 40,681	\$ 39,503	\$ 39,325	\$ (1,356)	-3.3%	\$ (178)	-0.5%
Feb	52,774	31,915	41,786	30,115	(1,800)	-5.6%	(11,671)	-27.9%
Mar	38,424	41,565	39,220	11,369	(30,196)	-72.6%	(27,851)	-71.0%
Apr	56,059	54,869	45,672		-	-	-	-
May	49,008	45,834	42,528		-	-	-	-
Jun	54,471	44,332	49,315		-	-	-	-
Jul	49,210	50,429	46,994		-	-	-	-
Aug	42,192	39,231	38,592		-	-	-	-
Sep	27,445	28,213	25,595		-	-	-	-
Oct	39,449	36,870	35,454		-	-	-	-
Nov	44,076	39,323	38,238		-	-	-	-
Dec	51,937	51,618	53,103		-	-	-	-
Total YTD	\$ 131,968	\$ 114,162	\$ 120,509	\$ 80,809	\$ (33,352)	-29.2%	\$ (39,700)	-32.9%
Total Annual	\$ 545,815	\$ 504,880	\$ 496,000	n/a	n/a	n/a	n/a	n/a
5-Year Average Change (2015 - 2019):		-4.6%						



Admissions Tax by Payer Year-to-date through March							
Major Establishment	2018		2019		2020	Over / (Under)	
	Annual	YTD	Annual	YTD	YTD Actual	YTD 2020 Actual vs YTD 2019 Actual	
						\$	%
AMC Theatres	\$ 325,219	\$ 75,512	\$ 318,466	\$ 71,307	\$ 57,297	\$ (14,010)	-19.6%
Déjà Vu	15,148	3,606	7,520	1,490	-	-	-
Grand Prix Raceway	16,464	3,998	22,137	6,552	-	-	-
Great American Casino	20	20	-	-	-	-	-
Regal Cinemas	172,814	46,109	152,093	31,327	23,512	(7,815)	-25%
Star Lite Swap Meet	16,151	2,723	4,663	3,484	-	-	-
Total	\$545,815	\$131,968	\$504,880	\$114,162	\$ 80,809	\$ (33,352)	-29.2%

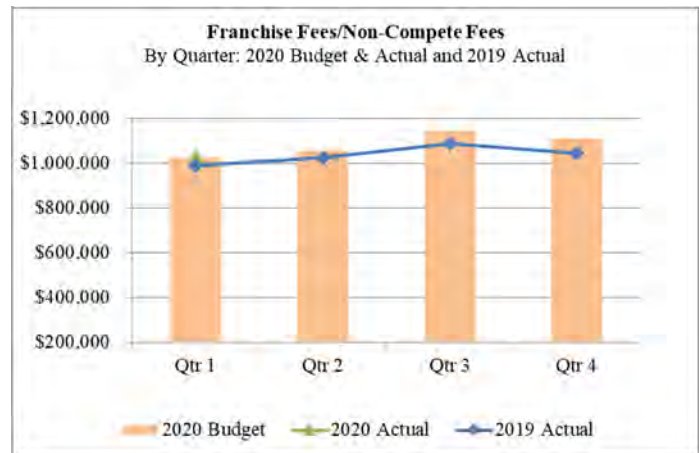
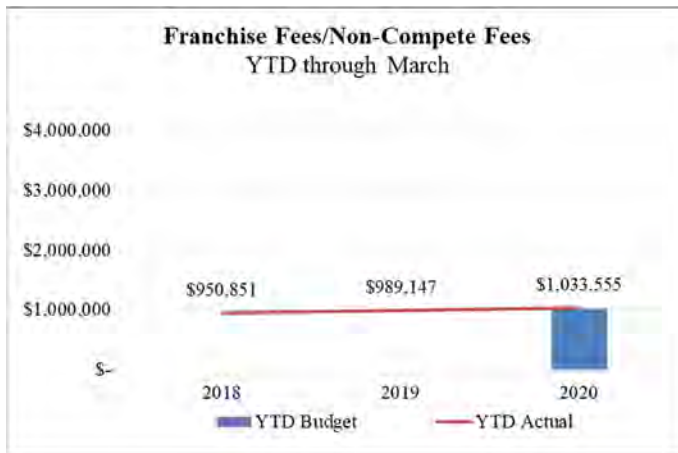
Note: Star Lite Swap Meet closed on 5/31/2019 and Déjà Vu closed in 9/18/2019.

Franchise Fees & Non-Compete Fees

Franchise fees are charges levied on private utilities for their use of City streets and other public properties to place utility infrastructure and to recoup City costs of administering franchise agreements. The franchise fees on light, natural gas, and telephone utilities are limited by statute to the actual administrative expenses incurred by the City directly related to receiving and approving permits, licenses, or franchises. Cable TV franchise fees are governed by the Federal Cable Communications Policy Act of 1996 and are negotiated with cable companies for an amount not to exceed 5% of gross revenues.

Utility	Utility Tax	Franchise Fee	Non-Compete Fee
Comcast Phone	6.00%	-	-
Comcast Cable	6.00%	5.00%	-
Integra Communications	6.00%	-	-
Lakeview Light & Power	5.00%	-	-
Lakewood Water District	-	-	6.00%
Pierce County Sanitary Sewer	-	-	6.00%
Puget Sound Energy	5.00%	-	-
TPU Click!	6.00%	5.00%	-
TPU Light	-	-	6.00%
TPU Water	-	-	8.00%
Waste Connections	6.00%	4.00%	-
Small Cell (Admin Fee,Varies)	-	-	-

Franchise Fees/Non-Compete Fees								
Year-to-date through March								
Month	2018 Actual	2019 Actual	2020		Over / (Under)			
			Budget	Actual	2020 Actual vs 2019 Actual		2020 Actual vs Budget	
					\$	%	\$	%
Jan	\$ -	\$ -	\$ -	\$ -	-	-	-	-
Feb	76,370	79,748	83,351	82,474	2,726	3.4%	(877)	-1.1%
Mar	874,481	909,401	939,427	951,080	41,679	4.6%	11,653	1.2%
Apr	-	-	-	-	-	-	-	-
May	76,416	78,814	83,394	-	-	-	-	-
Jun	903,542	947,375	972,640	-	-	-	-	-
Jul	-	-	-	-	-	-	-	-
Aug	79,863	82,636	86,786	-	-	-	-	-
Sep	993,153	1,004,558	1,058,179	-	-	-	-	-
Oct	-	-	-	-	-	-	-	-
Nov	77,218	77,808	83,529	-	-	-	-	-
Dec	954,411	964,798	1,028,393	-	-	-	-	-
Total YTD	\$ 950,851	\$ 989,147	\$1,022,778	\$ 1,033,555	\$ 44,408	4.5%	\$ 10,777	1.1%
Total Annual	\$4,035,454	\$4,145,139	\$4,335,700	n/a	n/a	n/a	n/a	n/a
5-Year Average Change (2015 - 2019):		3.5%						

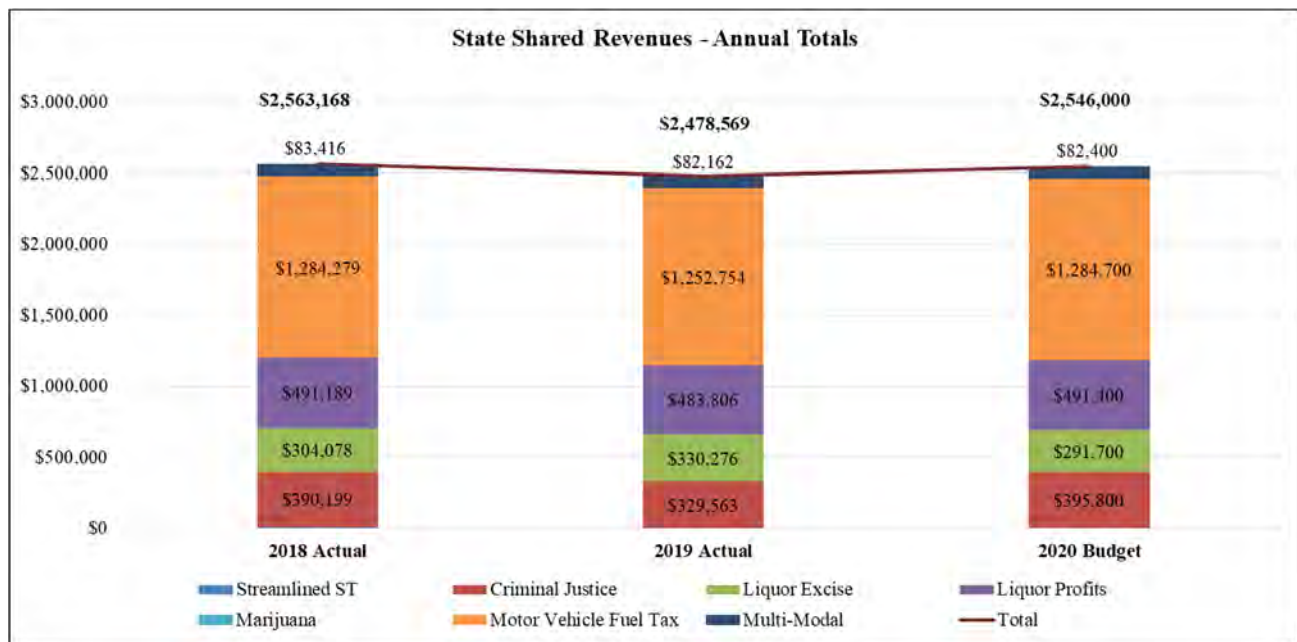
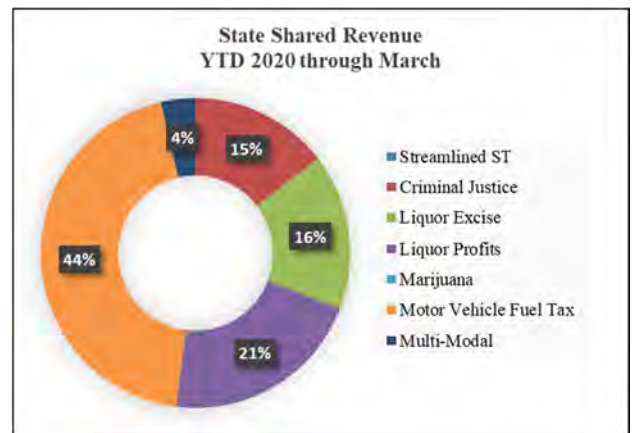


Franchise Fees/Non-Compete Fees by Type										
Year-to-date through March										
Type	2018 Actual	2019		2020			Over / (Under)			
		Annual	YTD	Annual Budget	YTD Budget	YTD Actual	2020 YTD Actual vs 2019 YTD Actual		2020 YTD Actual vs YTD Budget	
							\$	%	\$	%
Cable	\$ 893,594	\$ 888,488	\$ 221,011	\$ 956,000	\$ 235,110	\$ 218,474	(2,537)	-1.1%	(16,636)	-7.1%
Water	509,557	526,830	90,432	552,400	93,746	96,368	5,936	6.6%	2,622	2.8%
Sewer	933,263	961,344	239,967	991,000	244,566	249,030	9,063	3.8%	4,464	1.8%
Solid Waste	608,862	645,175	156,915	673,200	161,875	163,591	6,676	4.3%	1,716	1.1%
Tacoma Power	1,090,176	1,123,301	280,825	1,163,100	287,479	301,091	20,266	7.2%	13,612	4.7%
Small Cell	-	-	-	-	-	5,000	5,000	n/a	5,000	n/a
Total	\$ 4,035,452	\$ 4,145,138	\$ 989,150	\$ 4,335,700	\$ 1,022,778	\$ 1,033,555	\$ 44,408	4.5%	\$ 10,777	1.1%

State Shared Revenues

State-shared revenues are from taxes and fees collected by the State and disbursed to municipalities based on population or other criteria. The source of these shared revenues include: sales tax mitigation, criminal justice, leasehold excise tax, state lodging tax sharing, liquor excise tax and liquor profits, and motor vehicle fuel tax.

The following tables provides a comparison of state shared revenues, including the portion of motor vehicle fuel tax, increased gas tax and multi-modal revenue received directly in the transportation capital fund.



State Shared Revenue Year-to-date through March							
Revenue	2018 Annual Actual	2019		2020		2020 YTD Actual vs 2019 YTD Actual	
		Annual Actual	YTD Actual	Annual Budget	YTD Actual	Over/(Under)	
						\$	%
Streamlined Sales Tax Mitigation	\$ 10,006	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
CJ-Violent Crimes/Population	87,036	94,089	21,791	84,000	24,175	2,384	10.9%
CJ-Special Programs	62,527	64,628	15,612	61,000	16,232	620	4.0%
CJ-DUI Cities	8,731	8,069	2,158	9,000	1,957	(201)	-9.3%
CJ-High Crime	231,905	162,777	42,177	241,800	39,980	(2,197)	-5.2%
Liquor Excise Tax	304,078	330,276	89,257	291,700	92,021	2,764	3.1%
Liquor Board Profits	491,189	483,806	120,979	491,400	119,753	(1,226)	-1.0%
Marijuana Enforcement Profits	1	8	-	-	4	4	n/a
Motor Vehicle Fuel Tax	860,015	841,601	188,192	862,400	165,786	(22,406)	-11.9%
Subtotal - General/Street	\$2,055,488	\$1,985,254	\$ 480,166	\$2,041,300	\$ 459,909	\$ (20,257)	-4.2%
Motor Vehicle Fuel Tax	351,274	339,170	76,867	350,000	67,716	(9,151)	-11.9%
Increase Motor Vehicle Fuel Tax	72,990	71,983	17,977	72,300	17,795	(182)	-1.0%
Multi-Modal	83,416	82,162	20,545	82,400	20,337	(208)	-1.0%
Subtotal - Capital Projects	507,680	493,315	115,389	504,700	105,848	\$ (9,541)	-8.3%
Total State Shared Revenue	\$2,563,168	\$2,478,569	\$ 595,555	\$2,546,000	\$ 565,757	\$ (29,798)	-5.0%

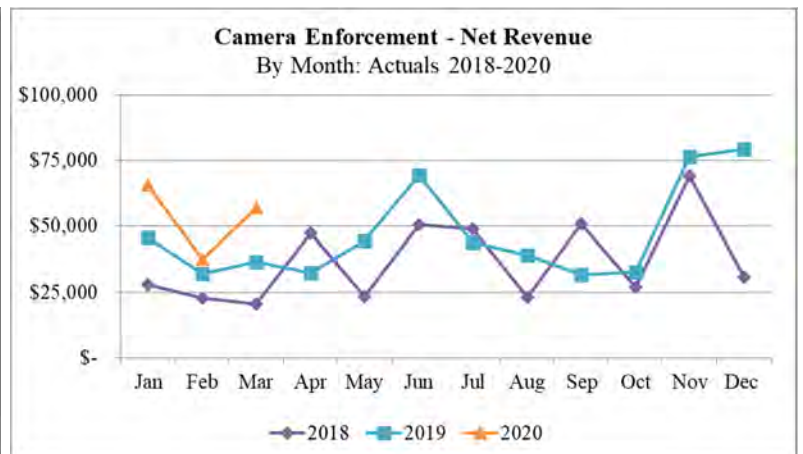
POLICE

Photo Infraction – Red Light/School Zone Enforcement

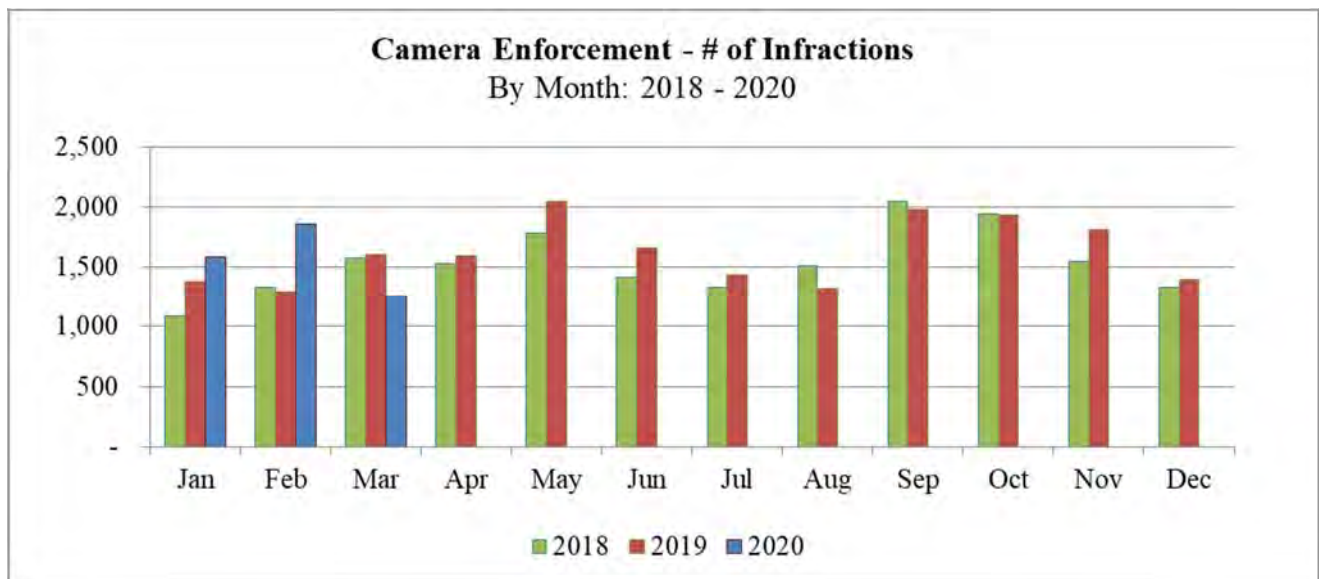
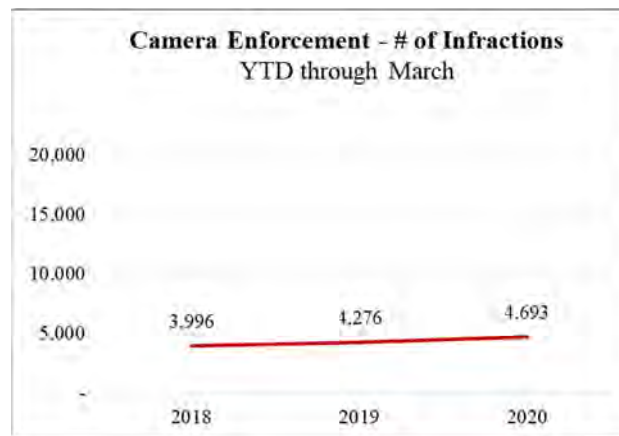
The City currently has eight cameras operating at five locations:

- 2 school zone cameras located at: 5405 Steilacoom Blvd – WB and 9904 Gravelly Lake Drive – SB.
- 6 red light cameras located at: Bridgeport Blvd SW & San Francisco Ave SW – SB & NB, Steilacoom Blvd SW & Phillips Rd SW – WB & EB; and South Tacoma Way & SR 512 – NB & SB.

Photo Infraction - Red Light / School Zone Enforcement Year-to-Date through March											
Month	Year 2018			Year 2019			Year 2020			Over / (Under) Net Revenue 2020 vs 2019	
	Gross Revenue	Vendor Payment	Net Revenue	Gross Revenue	Vendor Payment	Net Revenue	Gross Revenue	Vendor Payment	Net Revenue	\$	%
Jan	\$ 60,215	\$ 32,240	\$ 27,975	\$ 77,124	\$ 31,455	\$ 45,669	\$ 97,729	\$ 32,240	\$ 65,489	\$ 19,820	43.4%
Feb	55,172	32,240	22,932	64,380	32,240	32,140	69,584	32,240	37,344	5,204	16.2%
Mar	52,657	32,240	20,417	68,761	32,240	36,521	79,403	22,500	56,903	20,382	55.8%
Apr	79,686	32,240	47,446	64,478	32,240	32,238			-	-	-
May	55,685	32,240	23,445	76,632	32,240	44,392			-	-	-
Jun	82,914	32,240	50,674	101,799	32,240	69,559			-	-	-
Jul	81,123	32,240	48,883	76,168	32,240	43,928			-	-	-
Aug	54,263	31,266	22,997	71,272	32,240	39,032			-	-	-
Sep	83,303	32,240	51,063	64,088	32,240	31,848			-	-	-
Oct	59,156	32,240	26,916	64,963	32,240	32,723			-	-	-
Nov	101,226	32,240	68,986	108,665	32,240	76,425			-	-	-
Dec	63,061	32,240	30,821	111,736	32,240	79,496			-	-	-
Total YTD	\$ 168,044	\$ 96,720	\$ 71,324	\$ 210,264	\$ 95,935	\$ 114,329	\$ 246,715	\$ 86,980	\$ 159,736	\$ 45,407	39.7%
Total Annual	\$ 828,460	\$ 385,906	\$ 442,554	\$ 950,064	\$ 386,095	\$ 563,969	n/a	n/a	n/a	n/a	n/a



# of Infraction Notices Generated Year-to-date through March															
	BP Way & San Francisco			Steilacoom & Phillips			South Tacoma Way & SR512			School Zones			Total		
Month	2018	2019	2020	2018	2019	2020	2018	2019	2020	2018	2019	2020	2018	2019	2020
Jan	45	72	67	192	222	273	522	533	498	332	548	746	1,091	1,375	1,584
Feb	47	65	49	210	278	292	575	540	587	500	409	927	1,332	1,292	1,855
Mar	50	53	48	220	280	244	717	736	408	586	540	554	1,573	1,609	1,254
Apr	67	51		225	278		666	665		576	604		1,534	1,598	-
May	76	62		340	368		782	737		587	881		1,785	2,048	-
Jun	53	92		328	422		794	778		245	369		1,420	1,661	-
Jul	73	101		384	415		739	771		135	151		1,331	1,438	-
Aug	63	100		284	382		691	695		471	149		1,509	1,326	-
Sep	64	62		256	347		716	690		1,010	879		2,046	1,978	-
Oct	79	79		287	344		687	685		893	825		1,946	1,933	-
Nov	55	72		231	314		598	512		669	913		1,553	1,811	-
Dec	62	65		225	285		524	493		523	556		1,334	1,399	-
Total YTD	142	190	164	622	780	809	1,814	1,809	1,493	1,418	1,497	2,227	3,996	4,276	4,693
Total Annual	734	874	n/a	3,182	3,935	n/a	8,011	7,835	n/a	6,527	6,824	n/a	18,454	19,468	n/a



Jail Services

The City contracts with various agencies to provide jail services. Current contracts are with Nisqually and Pierce County.

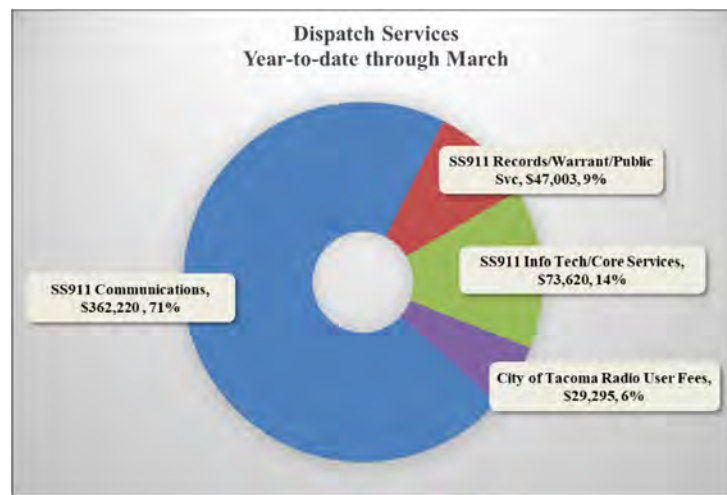
2020 Jail Rates					
Pierce County	Booking Fee	\$58.23	Nisqually	Booking Fee	\$20.00
	Daily Rate	\$88.45		Daily Rate	\$65.00
	Escort Fee*	\$135.84		Major Medical Costs	City Pays
	Mental Health Fee	\$229.56			
	Special Identification Process	\$189.53			
	Major Medical Costs	City Pays			

Service Period	Year 2018				Year 2019				Year 2020			
	Nisqually	Pierce County	Medical	Total by Month	Nisqually	Pierce County	Medical	Total by Month	Nisqually	Pierce County	Medical	Total by Month
Jan	\$ 39,881	\$ 12,161	\$ -	\$ 52,042	\$ 65,097	\$ 17,695	\$ 5,666	\$ 88,458	\$ 32,955	\$ 12,167	\$ -	\$ 45,122
Feb	30,870	13,475	832	45,177	55,820	15,059	8,036	78,914	22,685	16,085	-	38,770
Mar	33,906	12,893	-	46,799	52,065	13,109	6,659	71,833	24,310	-	-	24,310
Apr	30,140	6,408	248	36,796	55,426	15,713	452	71,591				-
May	35,505	8,853	-	44,358	53,300	27,369	-	80,669				-
Jun	47,210	16,153	-	63,363	56,745	27,580	-	84,325				-
Jul	50,115	12,459	902	63,476	53,425	14,769	1,973	70,166				-
Aug	36,855	16,169	2,804	55,828	35,620	14,360	5,558	55,538				-
Sep	40,732	16,282	-	57,014	29,120	24,179	-	53,299				-
Oct	33,805	10,506	1,623	45,934	21,480	26,515	9,791	57,786				-
Nov	42,185	17,069	8,552	67,806	30,909	22,967	-	53,876				-
Dec	46,995	8,165	-	55,160	33,235	12,209	-	45,444				-
Annual Total	\$ 468,200	\$ 150,593	\$ 14,961	\$ 633,754	\$ 542,242	\$ 231,524	\$ 38,133	\$ 811,899	\$ 79,950	\$ 28,252	\$ -	\$ 108,202
Annual Estimate				\$ 700,000	Annual Budget				Annual Budget			
Annual Exp as % of Annual Budget				90.5%	YTD as % of Annual Budget				YTD as % of Annual Budget			

Dispatch Services

South Sound 911 PDA (Public Development Authority) provides dispatch emergency communication, records and technology services, and regional, interoperable first responder radio system.

South Sound 911 Dispatch Services Year-to-date through March				
Category	2018 Annual	2019 Annual	2020	
			Annual Budget	Actual
Communication	\$ 1,577,840	\$ 1,509,250	\$ 1,448,880	\$ 362,220
Records/Warrant/Public Services	123,925	156,870	188,010	47,003
Information Technology/Core Services	299,785	284,810	294,480	73,620
Subtotal	\$ 2,001,550	\$ 1,950,930	\$ 1,931,370	\$ 482,843
Radio User Fees City of Tacoma	117,369	118,841	117,560	29,295
Total Dispatch Services	\$ 2,118,919	\$ 2,069,771	\$ 2,048,930	\$ 512,138
Change Over Prior Year - \$	\$ (83,409)	\$ (49,148)	\$ (20,841)	
Change Over Prior Year - %	-3.8%	-2.3%	-1.0%	



Fund 195 Public Safety Grants

The purpose of this fund is to account for the revenues and expenditures related to public safety grants. The following table provides a financial summary of these grants.

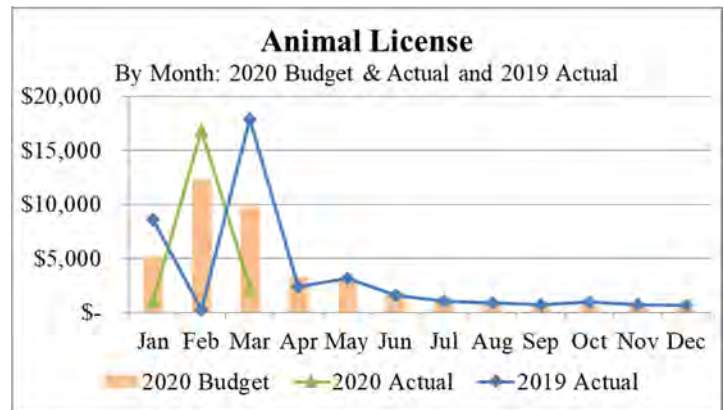
Public Safety Grants	2020	
	Annual Budget	YTD Mar
Dept. of Justice - Bulletproof Vest Partnership	\$ 16,404	\$ -
Dept. of Justice - JAG Training Resilience and Adaptive Leaders	9,937	9,937
Dept. of Justice - JAG Rifle Noise Suppressors	41,723	-
Dept. of Justice - Veterans Treatment Court	167,423	17,360
Pierce County - STOP Violence Against Women Training	3,836	-
Washington Assn. of Sheriffs & Police Chiefs Safety Equipment	21,800	2,921
Washington Auto Theft Prevention Authority (WATPA)	127,800	58,579
Washington State Military Department - Emergency Management	16,443	-
Washington State Parks & Recreation Boaters Safety	9,644	-
Washington State Patrol - Phlebotomy Mobile Unit	14,728	695
Washington Traffic Safety Commission (WTSC) Seatbelts	1,800	-
Washington Traffic Safety Commission (WTSC) Impaired Driving	9,000	2,006
Total	\$ 440,538	\$ 91,498

Animal License

The City requires all dogs and cats over the age of eight weeks and residing in the city limits to be licensed annually. All licenses expire on December 31. Licenses not renewed by February 28 are subject to a \$2 late penalty.

Animal License Fees		
Fee Type	Senior (65+) or	
	Regular	Physically Disabled
Unaltered Dogs/Cats	\$55.00	\$30.00
Spayed/Neutered Dogs	\$20.00	\$10.00
Spayed/Neutered Cats	\$12.00	\$4.00
Pets Under 6 Months Old	\$4.00	\$4.00
Service Dogs	\$0.00	\$0.00
Late Fee (after February 28th)	\$2.00	\$2.00

Animal License Year-to-date through March								
Month	2018 Actual	2019 Actual	2020		Over / (Under)			
			Budget	Actual	2020 Actual vs 2019 Actual		2020 Actual vs Budget	
					\$	%	\$	%
Jan	\$ 1,934	\$ 8,561	\$ 5,187	\$ 1,055	\$ (7,506)	-87.7%	\$ (4,132)	-79.7%
Feb	17,859	250	12,301	16,839	16,589	6635.6%	4,538	36.9%
Mar	6,847	17,903	9,744	2,291	(15,612)	-87.2%	(7,453)	-76.5%
Apr	2,781	2,394	3,222		-	-	-	-
May	1,197	3,183	2,993		-	-	-	-
Jun	1,930	1,609	1,931		-	-	-	-
Jul	1,545	1,063	1,294		-	-	-	-
Aug	814	848	923		-	-	-	-
Sep	589	714	722		-	-	-	-
Oct	832	987	604		-	-	-	-
Nov	891	700	713		-	-	-	-
Dec	306	626	366		-	-	-	-
Total YTD	\$ 26,640	\$ 26,714	\$ 27,232	\$ 20,185	\$ (6,529)	-24.4%	\$ (7,047)	-25.9%
Total Annual	\$ 37,525	\$ 38,838	\$ 40,000	n/a	n/a	n/a	n/a	n/a
5-Year Average Change (2015 - 2019):		-0.4%						



Animal Control Year-to-date through March							
Operating Revenues & Expenditures	2018 Annual Actual	2019		2020		Over / (Under)	
		Annual Actual	YTD Actual	Annual Est	YTD Actual	2020 Actual vs 2019 Actual	
						\$	%
Operating Revenue:							
Animal License	\$ 37,525	\$ 38,838	\$ 26,714	\$ 27,232	\$ 20,185	\$ (6,529)	-24.4%
Animal Services - City of Dupont	29,533	33,252	8,313	33,877	8,479	166	2.0%
Animal Services - Town of Steilacoom	13,740	18,012	2,880	16,368	422	(2,458)	-85.3%
Total Operating Revenues	\$ 80,797	\$ 90,102	\$ 37,907	\$ 77,477	\$ 29,086	\$ (8,821)	-23.3%
Operating Expenditures:							
Personnel	182,618	190,590	49,631	193,374	50,216	585	1.2%
Operating Supplies	1,104	500	500	1,240	569	69	13.8%
Minor Equipment	202	1,355	-	2,120	-	-	n/a
Humane Society	96,413	132,365	32,333	144,393	36,186	3,853	11.9%
Other Services & Charges	620	-	-	1,200	-	-	n/a
Total Operating Expenditures	\$ 280,958	\$ 324,810	\$ 82,464	\$ 342,327	\$ 86,972	\$ 4,508	5.5%
Net Program Cost	\$ (200,161)	\$ (234,708)	\$ (44,558)	\$ (264,850)	\$ (57,886)	\$ (13,328)	29.9%

Note - operating expenditures do not include internal service allocations (such as vehicle repairs & maintenance, vehicle replacement reserves, etc.) as all police internal service charges are accounted for under Command Section.

Alarm Permits and Fees

False alarms cost the City and citizens thousands of dollars per year and take officers away from actual emergencies. The false alarm ordinance includes a registration process, provides for annual alarm permit fees for residential and business alarms, and provides for fees for false alarms to encourage all alarm users to maintain the reliability of and to properly use their alarm equipment.

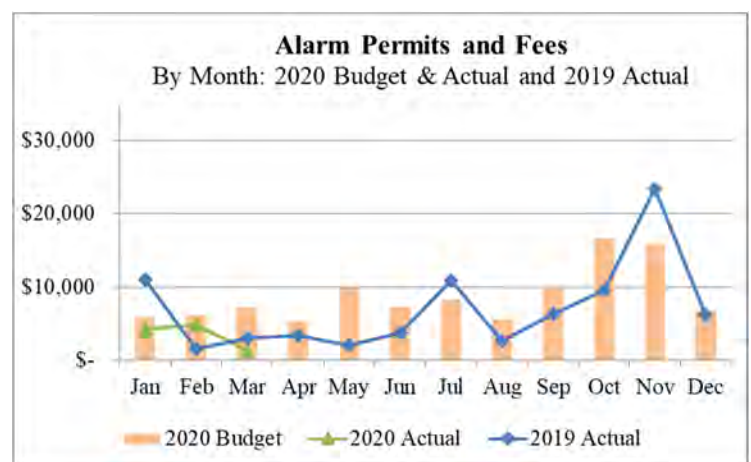
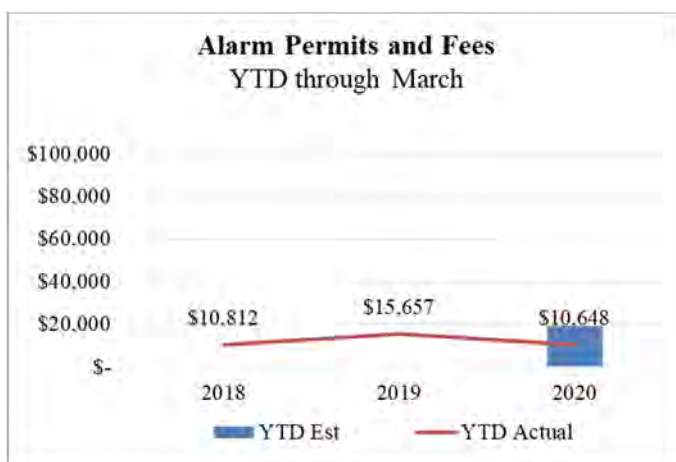
Alarm Permits and Fees Year-to-date through March								
Month	2018 Actual	2019 Actual	2020		Over / (Under)			
			Budget	Actual	2020 Actual vs 2019 Actual		2020 Actual vs 2020 Budget	
					\$	%	\$	%
Jan	\$ 4,883	\$ 11,037	\$ 5,857	\$ 4,333	\$ (6,704)	-60.7%	\$ (1,524)	-26.0%
Feb	4,871	1,594	6,197	4,933	3,339	209.5%	(1,264)	-20.4%
Mar	1,058	3,026	7,227	1,832	(1,194)	-39.5%	(5,395)	-74.7%
Apr	2,117	3,418	5,448		-	-	-	-
May	526	2,135	9,955		-	-	-	-
Jun	577	3,770	7,430		-	-	-	-
Jul	3,836	10,912	8,324		-	-	-	-
Aug	5,391	2,708	5,654		-	-	-	-
Sep	12,874	6,435	9,802		-	-	-	-
Oct	52,584	9,634	16,595		-	-	-	-
Nov	10,788	23,419	15,722		-	-	-	-
Dec	4,905	6,261	6,789		-	-	-	-
Total YTD	\$ 10,812	\$ 15,657	\$ 19,281	\$ 11,098	\$ (4,559)	-29.1%	\$ (8,183)	-42.4%
Total Annual	\$ 104,410	\$ 84,349	\$ 105,000	n/a	n/a	n/a	n/a	n/a

5-Year Average Change (2015 - 2019): -9.7%

Note: The table reflects gross revenue and does not take into account of related processing and other fees totaling \$49,687 in 2018, \$51,379 in 2019 and \$3,995 in 2020 year-to-date March.

The reason for the decrease in revenues earlier in 2018 is due to timing of billings by PMAM, the City's 3rd party contractor. PMAM acquired ATB in 2011; however, transition of data from ATB to the new PMAM platform did not occur until January 2018. There were inconsistencies in the data transition and PMAM's IT Team had been working on reconciling the data and completed it in July 2018. PMAM issued renewal notices to alarm companies in August 2018 (billed approximately \$69,000). This billing included four alarm companies totaling \$55,000.

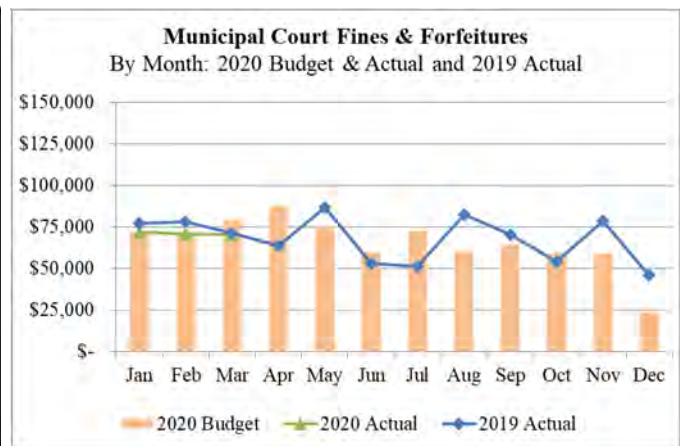
An explanation from PMAM regarding the decrease in 2019 activity compared to 2018 was not finalized for the 2019 Year-End Financial Report. We continue to work with PMAM in obtaining a solid explanation (PMAM provided data but City has additional followup questions).



MUNICIPAL COURT

Effective January 2015, as part of the new contracts, fines and forfeiture revenues from the Town of Steilacoom and City of University Place are no longer retained by the City, other than for past cases. Revenues from 2015 cases and forward are collected by the City and remitted on a monthly basis to the contract jurisdictions (City of DuPont, City of University Place and Town of Steilacoom).

Municipal Court Fines & Forfeitures								
Year-to-date through March								
Month	2018 Actual	2019 Actual	2020		Over / (Under)			
			Budget	Actual	2020 Actual vs 2019 Actual		2020 Actual vs Budget	
					\$	%	\$	%
Jan	\$ 60,667	\$ 76,991	\$ 71,809	\$ 71,738	\$ (5,253)	-6.8%	\$ (71)	-0.1%
Feb	78,702	78,043	71,423	70,791	(7,252)	-9.3%	(632)	-0.9%
Mar	75,684	71,343	79,753	70,471	(872)	-1.2%	(9,282)	-11.6%
Apr	100,895	63,866	87,878		-	-	-	-
May	60,526	86,843	74,036		-	-	-	-
Jun	64,190	52,973	59,633		-	-	-	-
Jul	67,571	51,449	72,519		-	-	-	-
Aug	53,215	82,274	60,509		-	-	-	-
Sep	75,240	70,292	63,951		-	-	-	-
Oct	57,308	54,188	59,607		-	-	-	-
Nov	68,192	78,483	59,094		-	-	-	-
Dec	36,221	46,026	23,189		-	-	-	-
Total YTD	\$ 215,053	\$ 226,376	\$ 222,985	\$ 213,000	\$ (13,376)	-5.9%	\$ (9,985)	-4.5%
Total Annual	\$ 798,411	\$ 812,771	\$ 783,400	n/a	n/a	n/a	n/a	n/a
5-Year Average Change (2015 - 2019):			-7.3%	Note: Effective January 2015, as part of the new contracts, fines and forfeiture revenues from the Town of Steilacoom and City of University Place are no longer retained by the City, other than for past cases.				

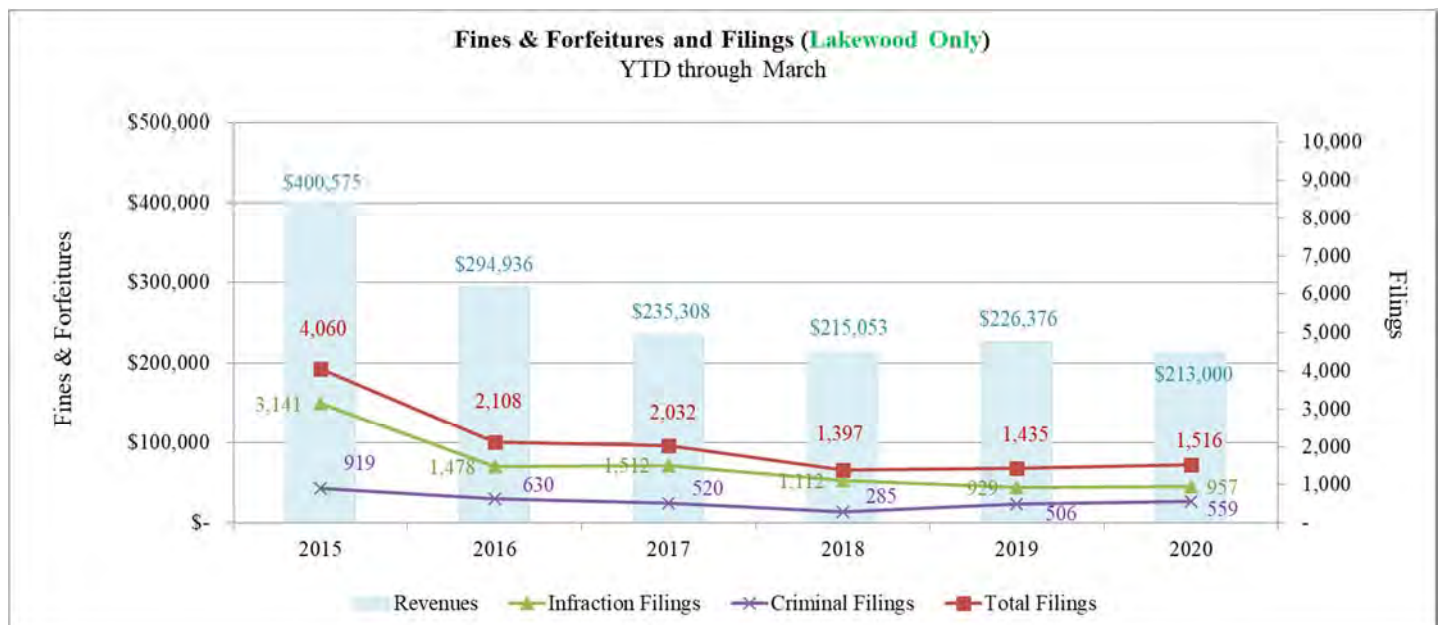


Municipal Court Fines & Forfeitures										
Year-to-date through March										
Category	2018 Actual	2019		2020			Over / (Under)		Over / (Under)	
		Annual Actual	YTD Actual	Annual Estimate	YTD Budget	YTD Actual	2020 YTD Actual vs 2019 YTD Actual		2020 YTD Actual vs 2020 YTD Budget	
							\$	%	\$	%
Admin, Filing, Copy, Forms, Legal	\$ 56,694	\$ 51,015	\$ 17,293	\$ 57,400	\$ 17,034	\$ 11,937	\$ (5,356)	-31.0%	\$ (5,097)	-29.9%
Detention & Correction Services	151,475	158,640	50,452	162,000	49,696	42,695	(7,757)	-15.4%	(7,001)	-14.1%
Civil Penalties	2,672	2,720	790	3,000	778	646	(144)	-18.2%	(132)	-17.0%
Civil Infraction Penalties	459,749	484,398	122,798	434,500	120,958	137,487	14,689	12.0%	16,529	13.7%
Civil Parking Infractions	2,676	1,498	315	2,000	310	295	(20)	-6.3%	(15)	-4.9%
Criminal Traffic Misdemeanor Fines	17,737	38,272	7,544	19,100	7,431	1,846	(5,698)	-75.5%	(5,585)	-75.2%
Criminal Non-Traffic Fines	(3,185)	7,751	8,527	(4,900)	8,399	4,048	(4,479)	-52.5%	(4,351)	-51.8%
Court Cost Recoupment	38,919	16,514	3,458	39,600	3,406	5,778	2,320	67.1%	2,372	69.6%
Interest/Other/Misc	71,674	51,965	15,201	70,700	14,973	8,268	(6,933)	-45.6%	(6,705)	-44.8%
Total	\$ 798,410	\$ 812,771	\$ 226,376	\$ 783,400	\$ 222,985	\$ 213,000	\$ (13,376)	-5.9%	\$ (9,985)	-4.5%
Average Change (2015 - 2019):		-15.9%		Note: Effective January 2015, as part of the new contracts, fines and forfeiture revenues from the Town of Steilacoom and City of University Place are no longer retained by the City, other than for past cases.						

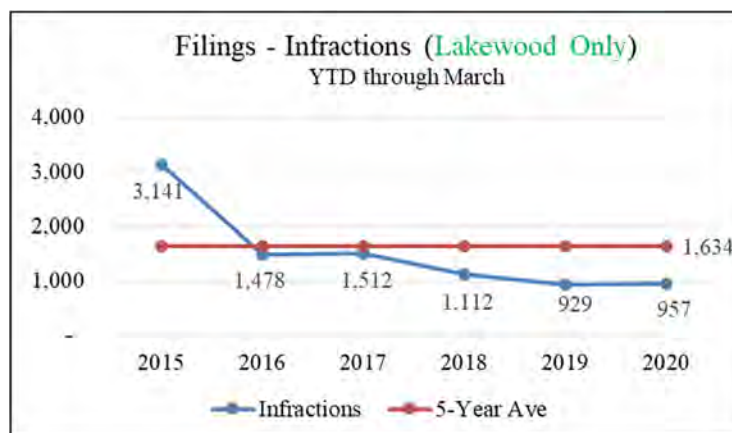
Municipal Court Year-to-date through March							
Operating Revenues & Expenditures	2018 Annual Actual	2019		2020		Over / (Under)	
		Annual Actual	YTD Actual	Annual Budget	YTD Actual	2020 YTD Actual vs 2019 YTD Actual	
						\$	%
Operating Revenue:							
Fines & Forfeitures	\$ 798,411	\$ 812,771	\$ 226,376	\$ 783,400	\$ 213,000	\$ (13,376)	-5.9%
Court Services - City of University Place	285,396	153,321	73,500	251,187	84,619	11,119	15.1%
Court Services - Town of Steilacoom	111,537	155,276	28,725	72,137	33,364	4,639	16.1%
Court Services - City of DuPont	40,301	121,505	27,100	35,565	35,565	8,465	31.2%
Total Operating Revenues	\$1,235,645	\$1,242,873	\$ 355,701	\$ 1,142,289	\$ 366,548	\$ 10,847	3.0%
Operating Expenditures:							
Judicial Services	1,092,375	1,065,824	319,751	1,105,878	346,015	26,264	8.2%
Professional Services*	652,000	591,672	149,870	658,400	137,607	(12,263)	-8.2%
Probation & Detention	306,592	301,019	80,767	400,796	52,295	(28,472)	-35.3%
Total Operating Expenditures	\$2,050,968	\$1,958,515	\$ 550,388	\$ 2,165,074	\$ 535,917	\$ (14,471)	-2.6%
Net Revenue (Cost)	\$ (815,323)	\$ (715,642)	\$(194,687)	\$(1,022,785)	\$ (169,369)	\$ 25,318	-13.0%

* Professional Services includes Pro-Tem Judge, Public Defender, Jury/Witness Fees and Interpreter Services.

The following charts provides current and historical filings and fines & forfeitures for Lakewood only.



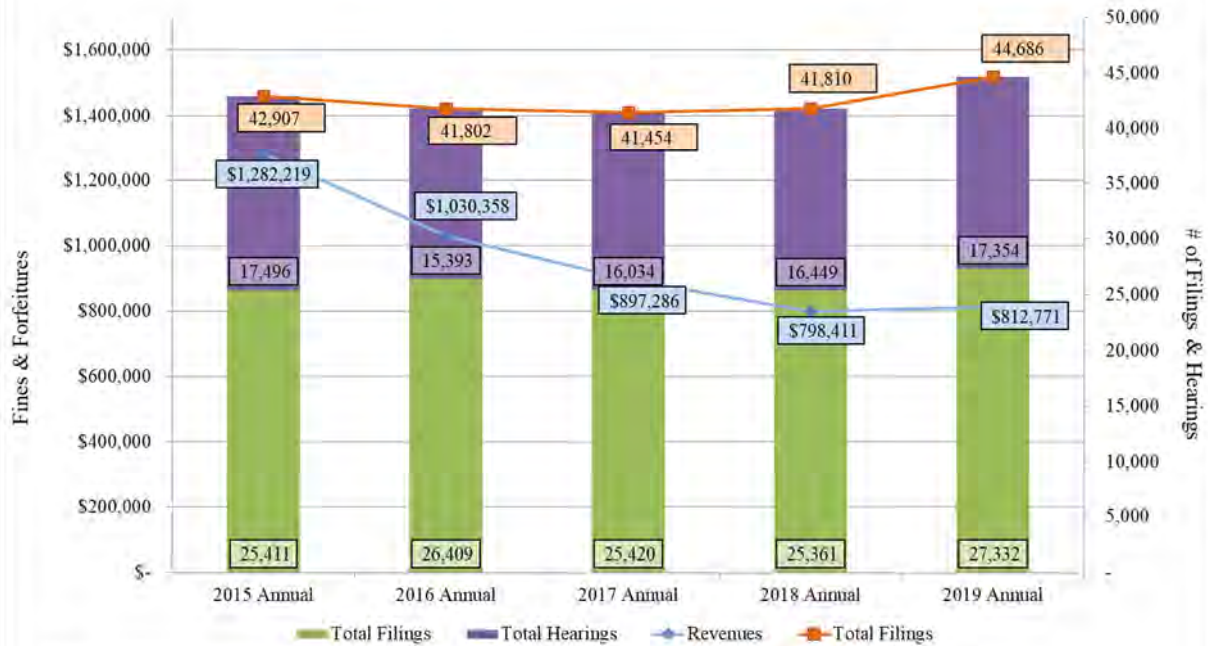
Note - Infraction filings do not include photo infractions.



Fines & Forfeitures Retained by Contract Jurisdictions * (Received by the City of Lakewood and Remitted to Contract Jurisdictions)					
Contract Jurisdiction	2016 Annual	2017 Annual	2018 Annual	2019 Annual	2020 YTD Mar
City of University Place	\$ 64,187	\$ 70,720	\$ 86,876	\$ 62,940	\$ 17,819
Town of Steilacoom	69,060	90,649	104,858	17,819	19,796
City of DuPont	88,908	95,501	78,473	19,796	11,911
Total	\$ 222,155	\$ 256,870	\$ 270,208	\$ 100,554	\$ 49,526

Total YTD March	FILINGS				HEARINGS				Total Filing & Hearings
	Infractions	Criminal	Photo/ Camera	Total Filings	Infractions	Criminal	Photo/ Camera	Total Hearings	
2020	1,327	668	4,162	6,157	770	2,395	89	3,254	9,411
Lakewood	957	559	4,162	5,678	612	1,924	89	2,625	8,303
University Place	114	53	-	167	76	297	-	373	540
Steilacoom	150	31	-	181	44	87	-	131	312
DuPont	106	25	-	131	38	87	-	125	256
2019	1,320	614	3,294	5,228	616	3,637	98	4,351	9,579
Lakewood	929	506	3,294	4,729	435	2,895	98	3,428	8,157
University Place	90	50	-	140	81	402	-	483	623
Steilacoom	215	41	-	256	74	190	-	264	520
DuPont	86	17	-	103	26	150	-	176	279
2018	1,717	911	3,241	5,869	604	3,347	87	4,038	9,907
Lakewood	1,112	701	3,241	5,054	432	2,591	87	3,110	8,164
University Place	107	77	-	184	47	367	-	414	598
Steilacoom	260	57	-	317	66	151	-	217	534
DuPont	238	76	-	314	59	238	-	297	611
2017	2,052	717	3,338	6,107	645	3,393	100	4,138	10,245
Lakewood	1,512	520	3,338	5,370	482	2,586	100	3,168	8,538
University Place	110	97	-	207	46	465	-	511	718
Steilacoom	141	40	-	181	33	156	-	189	370
DuPont	289	60	-	349	84	186	-	270	619
2016	1,944	871	3,747	6,562	645	3,043	83	3,771	10,333
Lakewood	1,478	630	3,747	5,855	473	2,338	83	2,894	8,749
University Place	68	75	-	143	31	341	-	372	515
Steilacoom	158	36	-	194	51	139	-	190	384
DuPont	240	130	-	370	90	225	-	315	685
2015	3,640	1,151	2,520	7,311	1,238	3,189	112	4,539	11,850
Lakewood	3,141	919	2,520	6,580	1,166	2,740	112	4,018	10,598
University Place	89	134	-	223	72	449	-	521	744
Steilacoom	205	57	-	262	-	-	-	-	262
DuPont	205	41	-	246	-	-	-	-	246

**All Filings & Hearings - Infractions & Criminal (All Jurisdictions, includes Photo Infractions)
& Fines & Forfeiture Revenues (Lakewood Retained Revenues*)
Annual Totals for Years 2015-2019**



*** Fines & Forfeiture Revenues:**

- Year 2015 include fines and forfeitures from the City of University Place and Town of Steilacoom that the City of Lakewood keeps.

- Effective January 2015, as part of the new contracts, fines and forfeiture revenues from the Town of Steilacoom and City of University Place are no longer retained by the City, other than for past cases. Revenues from 2015 cases and forward are collected by the City and remitted on a monthly basis to the contract jurisdictions (City of DuPont, City of University Place and Town of Steilacoom) and are not considered City of Lakewood revenues.

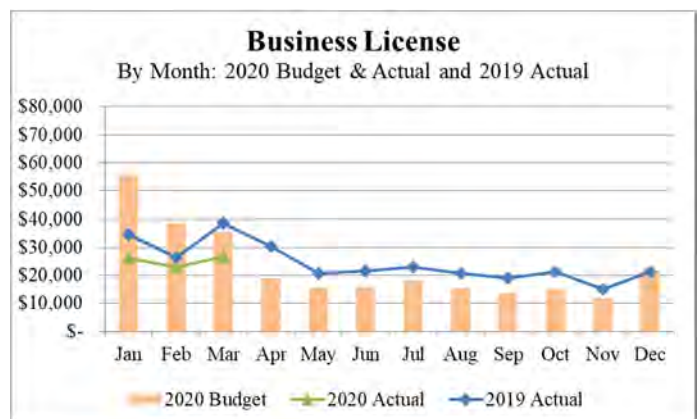
Annual Totals	FILINGS				HEARINGS				Total Filing & Hearings
	Infractions	Criminal	Photo/ Camera	Total Filings	Infractions	Criminal	Photo/ Camera	Total Hearings	
2019	7,638	3,050	16,644	27,332	2,710	14,346	298	17,354	44,686
Lakewood	5,678	2,481	16,644	24,803	2,070	11,598	298	13,966	38,769
University Place	419	302	-	721	194	1,655	-	1,849	2,570
Steilacoom	922	188	-	1,110	301	596	-	897	2,007
DuPont	619	79	-	698	145	497	-	642	1,340
2018	6,494	3,187	15,680	25,361	2,392	13,724	333	16,449	41,810
Lakewood	4,008	2,390	15,680	22,078	1,608	10,727	333	12,668	34,746
University Place	687	340	-	1,027	264	1,585	-	1,849	2,876
Steilacoom	1,053	234	-	1,287	313	604	-	917	2,204
DuPont	746	223	-	969	207	808	-	1,015	1,984
2017	7,910	3,097	14,413	25,420	2,615	13,055	364	16,034	41,454
Lakewood	5,303	2,235	14,413	21,951	1,890	9,898	364	12,152	34,103
University Place	629	396	-	1,025	227	1,843	-	2,070	3,095
Steilacoom	1,151	204	-	1,355	266	583	-	849	2,204
DuPont	827	262	-	1,089	232	731	-	963	2,052
2016	7,733	3,569	15,107	26,409	2,581	12,414	398	15,393	41,802
Lakewood	5,463	2,623	15,107	23,193	1,933	9,567	398	11,898	35,091
University Place	602	409	-	1,011	199	1,583	-	1,782	2,793
Steilacoom	678	162	-	840	179	487	-	666	1,506
DuPont	990	375	-	1,365	270	777	-	1,047	2,412
2015	10,453	4,197	10,761	25,411	4,806	12,322	368	17,496	42,907
Lakewood	8,204	3,308	10,761	22,273	4,569	10,784	368	15,721	37,994
University Place	316	458	-	774	237	1,538	-	1,775	2,549
Steilacoom	787	197	-	984	-	-	-	-	984
DuPont	1,146	234	-	1,380	-	-	-	-	1,380

COMMUNITY & ECONOMIC DEVELOPMENT

Business License

Businesses located or doing business in the City are required to obtain a local business license prior to commencing operations. Business license fees are set by the City Council and may change from time to time. Currently, the cost of a general business license is \$60 for a 12-month period. Additional fees may apply to specialty businesses. Organization exempt from taxation under 26 USC 501(C)(3) and (4) must apply and obtain a business license, but are exempt from the business license fee. The number of business licenses in a given year range between 3,800 – 4,200 with roughly 3,800 renewals annually.

Business License Year-to-date through March								
Month	2018 Actual	2019 Actual	2020		Over / (Under)			
			Budget	Actual	2020 Actual vs 2019 Actual		2020 Actual vs 2020 Budget	
					\$	%	\$	%
Jan	\$ 61,043	\$ 34,715	\$ 55,777	\$ 26,180	\$ (8,535)	-24.6%	\$ (29,597)	-53.1%
Feb	37,155	26,320	38,702	22,935	(3,385)	-12.9%	(15,767)	-40.7%
Mar	33,564	38,489	35,407	26,790	(11,699)	-30.4%	(8,617)	-24.3%
Apr	15,855	30,280	19,130		-	-	-	-
May	14,205	20,725	15,507		-	-	-	-
Jun	11,520	21,715	15,835		-	-	-	-
Jul	14,160	22,940	18,316		-	-	-	-
Aug	15,655	20,650	15,340		-	-	-	-
Sep	12,805	18,935	13,735		-	-	-	-
Oct	15,890	21,395	15,187		-	-	-	-
Nov	18,340	15,100	11,945		-	-	-	-
Dec	25,360	21,225	21,643		-	-	-	-
Total YTD	\$ 131,762	\$ 99,524	\$ 129,886	\$ 75,905	\$ (23,619)	-23.7%	\$ (53,981)	-41.6%
Annual Total	\$ 275,552	\$ 292,489	\$ 276,525	n/a	n/a	n/a	n/a	n/a
5-Year Average Change (2015 - 2019):		3.6%						



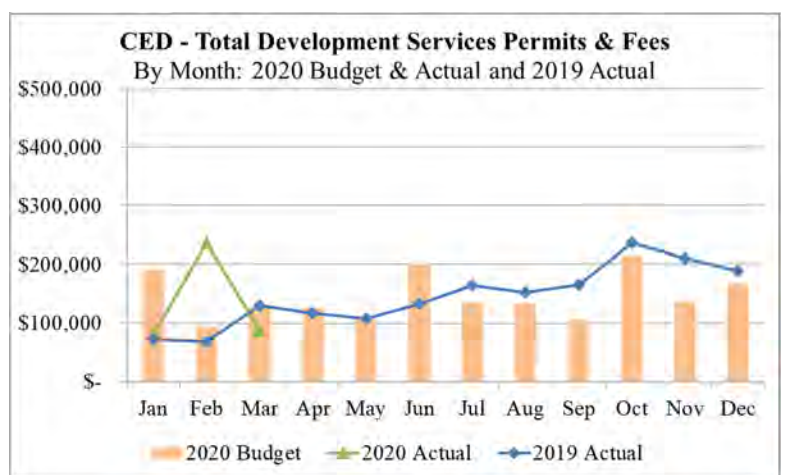
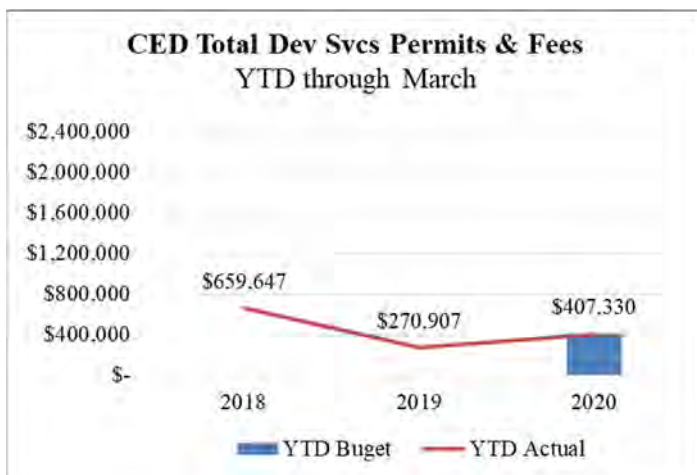
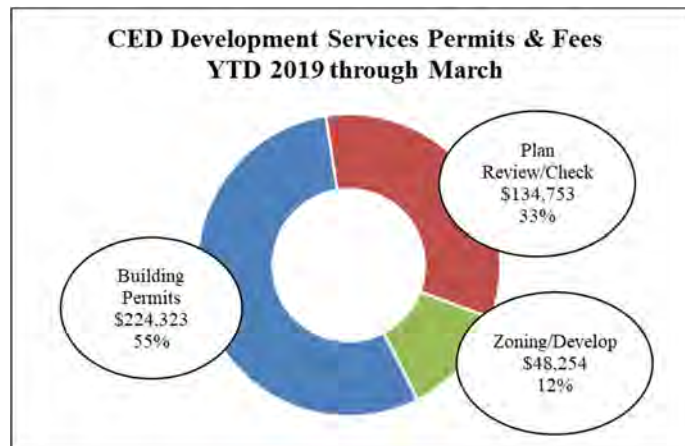
General business licenses are own due to the closure of the state's business license services (BLS) office as a result of COVID-19 causing delays in processing. BLS deferred the general business license expirations dates, thus less revenue from renewals. Business activity is overall is down due to the pandemic. Temporary licenses are down in 2019 due to changing the temporary business license regulations in January 2018. The definition of temporary business was revised to exclude vendors at flea markets. The swap meet closed effective May 31, 2019. Specialty licenses are down in 2020 compared to 2019 due to the closure of Déjà vu on September 18, 2019.

Business License By Type Year-to-date through March							
Month	2018 Annual	2019		2020		Over / (Under)	
		Annual	YTD Actual	Budget	YTD Actual	2020 YTD Actual vs 2019 YTD Actual	
						\$	%
General	\$ 220,755	\$ 257,545	\$ 105,810	\$ 240,000	\$ 66,380	\$ (39,430)	-37.3%
Temporary	9,960	-	-	-	-	-	n/a
Specialty	44,837	34,944	23,994	36,525	9,525	(14,469)	-60.3%
Total	\$ 275,552	\$ 292,489	\$ 129,804	\$ 276,525	\$ 75,905	\$ (53,899)	-41.5%

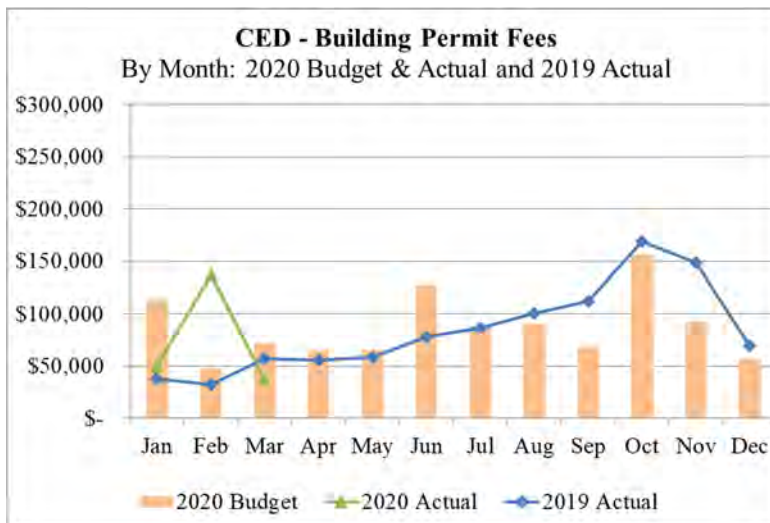
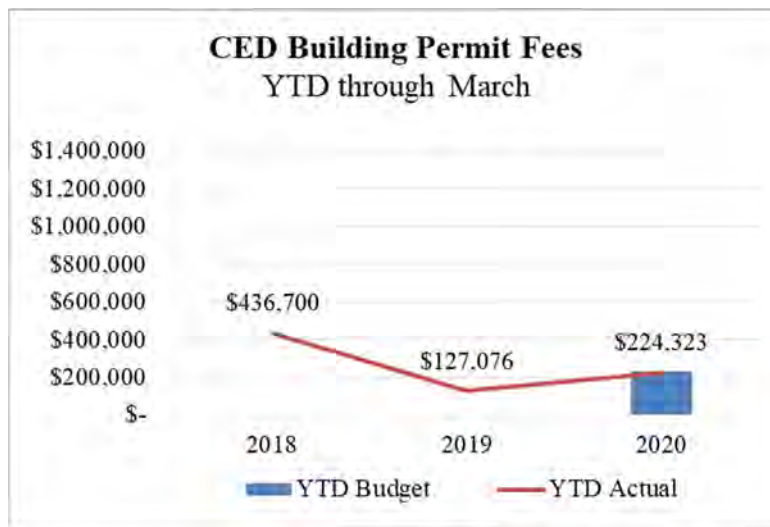
Development Services Permits & Fees

Community and Economic Development permits and fees include building and related permits (i.e. mechanical, plumbing), plan review fees, plan check fees and zoning and development fees.

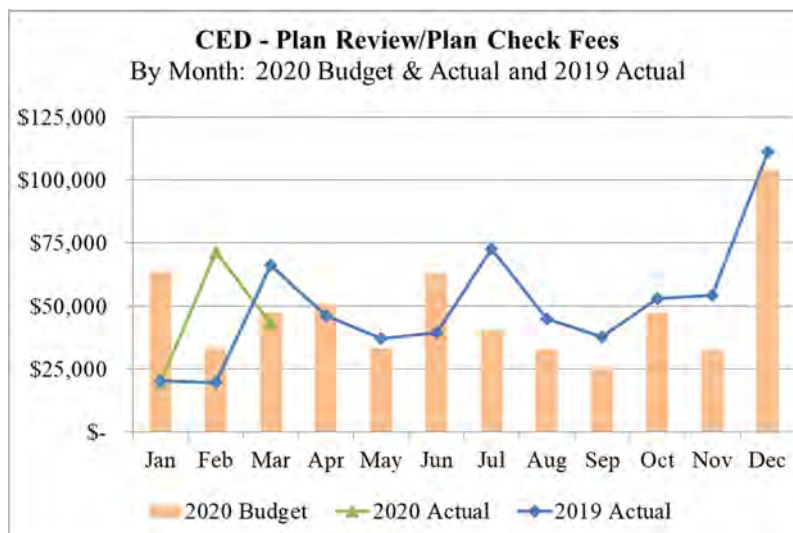
CED - Total Development Services Permits & Fees								
Year-to-date through March								
Month	2018 Actual	2019 Actual	2020		Over / (Under)			
			Budget	Actual	2020 Actual vs 2019 Actual		2020 Actual vs 2020 Budget	
					\$	%	\$	%
Jan	\$ 409,977	\$ 72,564	\$ 192,370	\$ 82,142	\$ 9,578	13.2%	\$ (110,228)	-57.3%
Feb	114,025	68,038	93,078	237,367	169,329	248.9%	144,289	155.0%
Mar	135,645	130,304	127,629	87,821	(42,483)	-32.6%	(39,808)	-31.2%
Apr	153,370	116,692	125,826	-	-	-	-	-
May	160,216	108,024	107,278	-	-	-	-	-
Jun	270,669	133,225	201,728	-	-	-	-	-
Jul	159,598	164,974	135,739	-	-	-	-	-
Aug	121,463	153,265	134,188	-	-	-	-	-
Sep	74,972	165,581	105,479	-	-	-	-	-
Oct	346,837	236,520	214,602	-	-	-	-	-
Nov	117,235	210,059	137,566	-	-	-	-	-
Dec	140,659	189,782	168,515	-	-	-	-	-
Total YTD	\$ 659,647	\$ 270,907	\$ 413,079	\$ 407,330	\$ 136,422	50.4%	\$ (5,751)	-1.4%
Total Annual	\$2,204,668	\$1,749,028	\$1,744,000	n/a	n/a	n/a	n/a	n/a
5-Year Average Change (2015 - 2019):			14.9%					



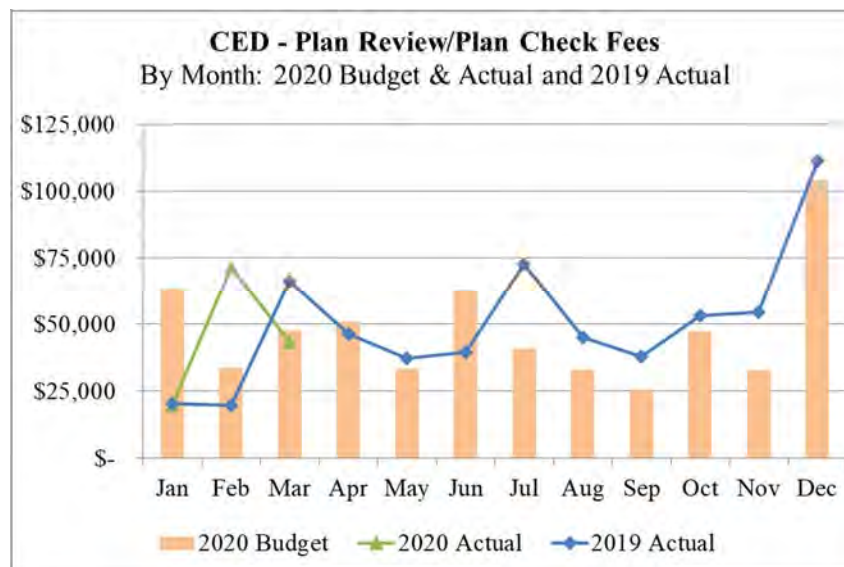
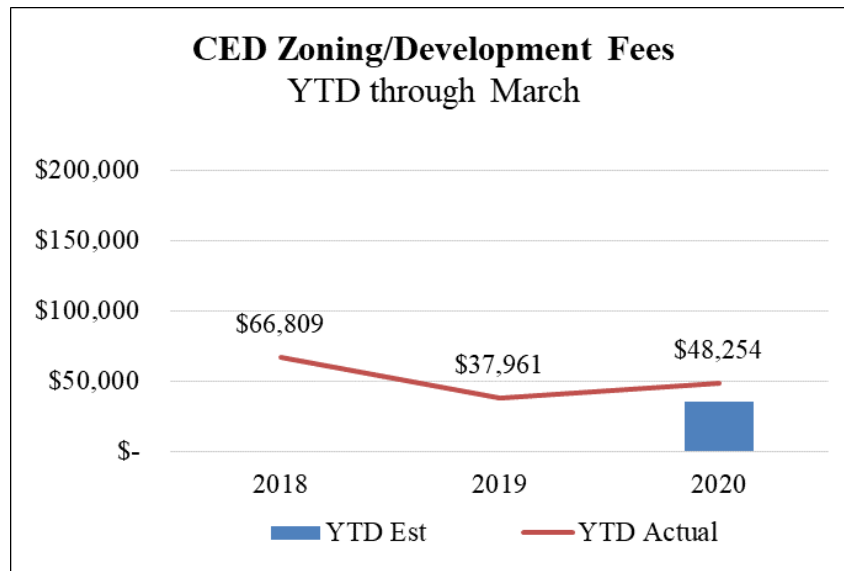
CED - Building Permit Fees								
Year-to-date through March								
Month	2018 Actual	2019 Actual	2020		Over / (Under)			
			Estimate	Actual	2020 Actual vs 2019 Actual		2020 Actual vs 2020 Budget	
					\$	%	\$	%
Jan	\$ 294,331	\$ 37,664	\$ 113,447	\$ 50,272	\$ 12,608	33.5%	\$ (63,175)	-55.7%
Feb	49,009	32,461	47,741	136,871	104,410	321.6%	89,130	186.7%
Mar	93,358	56,949	71,762	37,180	(19,769)	-34.7%	(34,582)	-48.2%
Apr	82,192	55,884	65,034	-	-	-	-	-
May	103,690	58,981	65,683	-	-	-	-	-
Jun	159,853	78,037	127,676	-	-	-	-	-
Jul	110,139	86,656	87,763	-	-	-	-	-
Aug	85,179	100,468	90,707	-	-	-	-	-
Sep	38,994	112,318	68,822	-	-	-	-	-
Oct	284,589	168,457	155,931	-	-	-	-	-
Nov	69,143	148,441	92,795	-	-	-	-	-
Dec	20,298	69,586	57,340	-	-	-	-	-
Total YTD	\$ 436,700	\$ 127,076	\$ 232,949	\$ 224,323	\$ 97,247	76.5%	\$ (8,626)	-3.7%
Total Annual	\$ 1,390,775	\$ 1,005,902	\$ 1,044,700	n/a	n/a	n/a	n/a	n/a
5-Year Average Change (2015 - 2019): 16.5%								



CED - Plan Review/Plan Check Fees								
Year-to-date through March								
Month	2018 Actual	2019 Actual	2020		Over / (Under)			
			Estimate	Actual	2020 Actual vs 2019 Actual		2020 Actual vs 2020 Budget	
					\$	%	\$	%
Jan	\$ 80,133	\$ 20,271	\$ 63,622	\$ 19,758	\$ (513)	-2.5%	\$ (43,864)	-68.9%
Feb	49,086	19,617	33,825	71,472	51,855	264.3%	37,647	111.3%
Mar	26,921	65,985	47,614	43,523	(22,462)	-34.0%	(4,091)	-8.6%
Apr	54,463	46,362	50,829	-	-	-	-	-
May	44,676	37,242	33,384	-	-	-	-	-
Jun	101,603	39,477	62,799	-	-	-	-	-
Jul	35,829	72,564	40,723	-	-	-	-	-
Aug	25,644	45,135	32,998	-	-	-	-	-
Sep	20,528	38,033	25,414	-	-	-	-	-
Oct	51,548	53,300	47,438	-	-	-	-	-
Nov	23,312	54,348	32,567	-	-	-	-	-
Dec	112,011	111,166	103,984	-	-	-	-	-
Total YTD	\$ 156,140	\$ 105,872	\$ 145,063	\$ 134,753	\$ 28,881	27.3%	\$ (10,310)	-7.1%
Total Annual	\$ 625,754	\$ 603,499	\$ 575,200	n/a	n/a	n/a	n/a	n/a
5-Year Average Change (2015 - 2019):		12.5%						



CED - Zoning/Development Fees								
Year-to-date through March								
Month	2018 Actual	2019 Actual	2020		Over / (Under)			
			Estimate	Actual	2020 Actual vs 2019 Actual		2020 Actual vs 2020 Budget	
					\$	%	\$	%
Jan	\$ 35,513	\$ 14,630	\$ 15,301	\$ 12,112	\$ (2,518)	-17.2%	\$ (3,189)	-20.8%
Feb	15,930	15,961	11,513	29,024	13,063	81.8%	17,511	152.1%
Mar	15,366	7,370	8,253	7,118	(252)	-3.4%	(1,135)	-13.7%
Apr	16,715	14,446	9,963	-	-	-	-	-
May	11,850	11,801	8,211	-	-	-	-	-
Jun	9,213	15,710	11,252	-	-	-	-	-
Jul	13,630	5,754	7,252	-	-	-	-	-
Aug	10,640	7,662	10,483	-	-	-	-	-
Sep	15,450	15,230	11,242	-	-	-	-	-
Oct	10,700	14,763	11,233	-	-	-	-	-
Nov	24,780	7,270	12,204	-	-	-	-	-
Dec	8,350	9,030	7,190	-	-	-	-	-
Total YTD	\$ 66,809	\$ 37,961	\$ 35,069	\$ 48,254	\$ 10,293	27.1%	\$ 13,185	37.6%
Total Annual	\$ 188,139	\$ 139,628	\$ 124,100	n/a	n/a	n/a	n/a	n/a
5-Year Average Change (2015 - 2019):		14.9%						



Cost Recovery – Development Services

In May 2016, the City Council adopted a set of revised financial policies to include cost recovery. The following is an excerpt of the cost recovery policy as it relates specifically to target cost recovery for development review services:

Target Cost Recovery Level for Development Review Services. The cost recovery policy applies to the following development programs/services: planning (long and short plats, privately initiated rezonings and comprehensive plan amendments, variances, use permits); building and safety (building permits, structural plan checks, inspections); engineering (public improvement plan checks, inspections, subdivision requirements, encroachments, right-of-way permits); and fire plan check. Cost recovery for these services should generally be very high. In most instances, the City's cost recovery ratio goal should be 85%. The timeline to achieve the cost recovery is no later than year 2021. In setting cost recovery levels, the City shall clearly establish and articulate performance measurements to ensure that there is "value for cost."

The table below provides historical annual and current estimated annual and actual subsidy and recovery ratio by program.

Community & Economic Development - Permits							
<i>Year-to-date through March</i>							
	2015	2016	2017	2018	2019	2020	
	Annual	Annual	Annual	Annual	Annual	Annual	YTD
	Actual	Actual	Actual	Actual	Actual	Budget	Actual
Operating Revenues:							
Building Related Permits	551,727	696,696	860,776	1,390,775	1,005,902	1,044,700	224,323
Plan Review/Plan Check Fees	371,069	370,220	661,291	625,754	603,498	575,200	134,753
Other Zoning/Development Fees	80,040	105,660	134,106	188,137	139,627	124,100	48,254
Total Operating Revenue	\$1,002,836	\$1,172,575	\$1,656,172	\$ 2,204,665	\$ 1,749,026	\$ 1,744,000	\$ 407,330
Operating Expenditures:							
Current Planning	631,708	662,641	630,971	659,093	718,158	740,369	204,808
Long Range Planning	233,089	135,641	171,058	192,837	218,809	226,765	69,209
Building	845,554	909,265	1,014,891	1,035,962	1,146,618	1,192,142	222,976
Total Operating Expenditures	\$1,710,351	\$1,707,548	\$1,816,921	\$ 1,887,893	\$ 2,083,586	\$ 2,159,276	\$ 496,993
General Fund Subsidy Amount	\$ 707,515	\$ 534,973	\$ 160,749	\$ (316,772)	\$ 334,560	\$ 415,276	\$ 89,663
Recovery Ratio	59%	69%	91%	117%	84%	81%	82%
5-Year Average Actual Recovery:							
General Fund Subsidy (2015 - 2019)						\$	176,606
Recovery Ratio (2015 - 2019)							80%
Average Recovery Ratio Since Year (2016) 85% Recovery Ratio Adopted:							
General Fund Subsidy (2016 - 2019)						\$	178,378
Recovery Ratio (2016 - 2019)							90%

Note:

- Expenditures do not include indirect overhead cost allocation for finance, human resources, legal, legislative and executive functions.

Fund 105 Property Abatement / Rental Housing Safety Program / 1406 Affordable Housing Program**Property Abatement**

The Property Abatement portion of this fund accounts for projects that the City has identified and processed through the abatement program. All revenue and the rightful recovery of those project expenses, along with all revenues from fees, fines, and interest, and other rightful recoveries from those projects are deposited into the program for the purpose of funding additional abatement projects.

Property Abatement				
<i>Year-to-date through March</i>				
Operating Revenues & Expenditures	2018 Annual Actual	2019 Annual Actual	2020	
			Annual Budget	YTD Actual
<i>Operating Revenue:</i>				
Abatement Charges	\$ 257,467	\$ 138,739	\$ 60,000	\$ 22,136
Misc/Interest/Other	35,430	40,206	10,500	3,111
Total Operating Revenues	\$ 292,897	\$ 178,946	\$ 70,500	\$ 25,247
<i>Operating Expenditures:</i>				
Personnel Costs	51,202	46,364	64,349	7,812
Supplies	64	91	250	454
Professional Services	169,863	84,315	584,980	3,981
Other Services & Charges	588	1,704	1,705	32
Intergovernmental	-	-	-	-
Office Furniture & Equipment	-	-	50,000	-
Total Operating Expenditures	\$ 221,716	\$ 132,474	\$ 701,284	\$ 12,279
Net Program Income (Cost)	\$ 71,181	\$ 46,472	\$ (630,784)	\$ 12,968
<i>Other Sources / (Uses)</i>				
Transfer In From General Fund	250,000	60,000	60,000	-
Total Sources / (Uses)	\$ 250,000	\$ 60,000	\$ 60,000	\$ -
Beginning Balance	\$ 143,132	\$ 464,313	\$ 570,785	\$ 570,785
Ending Balance	\$ 464,313	\$ 570,785	\$ -	\$ 583,753

Rental Housing Safety Program

On August 1, 2016, the Lakewood City Council approved Ordinance No. 644 creating a Rental Housing Safety Program (RHSP). The program requires all residential rental properties (apartments, single family homes, duplexes, etc.) within Lakewood city limits to be registered. The program is designed to ensure that all rental housing units comply with specific life and safety standards and are providing a safe place for tenants to live. As of October 4, 2017, all rental properties owners will be required to register their property with the City every year and have the property inspected once every five years.

Rental Housing Safety Program Year-to-date through March				
Operating Revenues & Expenditures	2018 Annual Actual	2019 Annual Actual	2020	
			Annual Budget	YTD Actual
Operating Revenue:				
Registration Program Fees	\$ 59,911	\$ 205,307	\$ 173,300	\$ 107,217
Total Operating Revenues	\$ 59,911	\$ 205,307	\$ 173,300	\$ 107,217
Operating Expenditures:				
Personnel Costs	127,112	172,420	129,798	55,538
Supplies	653	738	3,000	375
Professional Services	295	487	50,691	222
Other Services & Charges	47	17	5,500	-
Internal Service Charges	31,702	26,179	44,344	-
Total Operating Expenditures	\$ 159,809	\$ 199,841	\$ 233,333	\$ 56,136
Net Program Income (Cost)	\$ (99,898)	\$ 5,466	\$ (60,033)	\$ 51,081
Other Sources / (Uses)				
Transfer In From General Fund	-	25,000	25,000	-
Total Sources / (Uses)	\$ -	\$ 25,000	\$ 25,000	\$ -
Beginning Balance	\$ 104,466	\$ 4,568	\$ 35,034	\$ 35,034
Ending Balance	\$ 4,568	\$ 35,034	\$ -	\$ 86,115

Rental Housing Safety Program Fees Year-to-date through March			
Month	2018	2019	2020
Jan	\$ 10,560	\$ 63,805	72,979
Feb	2,676	18,464	24,523
Mar	9,264	15,639	9,715
Apr	2,544	19,103	
May	5,355	6,086	
Jun	(1,436)	8,374	
Jul	3,050	12,153	
Aug	11,088	6,510	
Sep	2,564	8,163	
Oct	6,228	14,459	
Nov	1,388	20,922	
Dec	6,630	11,629	
Total YTD	\$ 22,500	\$ 97,908	\$ 107,217
Annual Total	\$ 59,911	\$ 205,307	n/a
2020 Annual Estimate =			\$ 173,300
2020 % of Revenue Collected =			62%



1406 Affordable Housing Program

On March 2, 2020, the City Council approved Ordinance 731 relating to local sales and use tax, authorizing the maximum capacity of the tax authorized under the provisions of Substitute House Bill 1406 for affordable and supporting housing. The revenue to the City is a credit of the state's sales tax. With adoption of this ordinance, the City is able to impose the rate of 0.0073%. According to the Department of Revenue (DOR), the maximum amount the City may receive is \$9,697 per state fiscal year. The City notified DOR on March 13, 2020. DOR will begin imposing the tax effective May 1, 2020 and the City will receive its first full distribution amount in July 2020 through we may see some funds trickle through in May and June due to early return being filed. The affordable housing portion of Fund 105 accounts for the sales tax and related affordable housing programs.

1406 Affordable Housing Program <i>Year-to-date through March</i>		
Operating Revenues & Expenditures	2020	
	Annual Budget	YTD Actual
<i>Operating Revenue:</i>		
Sales & Use Tax	\$ 48,849	
Total Operating Revenues	\$ 48,849	\$ -
<i>Operating Expenditures:</i>		
Program Costs	48,849	-
Total Operating Expenditures	\$ 48,849	\$ -
Net Program Income (Cost)	\$ -	\$ -
<i>Other Sources / (Uses)</i>		
Transfer In From General Fund	-	-
Total Sources / (Uses)	\$ -	\$ -
Beginning Balance	\$ -	\$ -
Ending Balance	\$ -	\$ -

1406 Affordable Housing Program <i>Year-to-date through March</i>		
Month	2020	
	Budget	Actual
Jan	\$ -	-
Feb	-	-
Mar	-	-
Apr	-	-
May	-	-
Jun	-	-
Jul	7,873	-
Aug	8,111	-
Sep	8,421	-
Oct	7,693	-
Nov	7,700	-
Dec	9,051	-
Total YTD	\$ 48,849	\$ -
Annual Total	\$ 48,849	\$ -

Fund 190 Community Development Block Grant

Fund 190 CDBG is predominantly comprised of U.S. Department of Housing and Urban Development funds for Community Development Block Grant Entitlements (CDBG), HOME program funding through the Lakewood and Tacoma HOME Consortium and Section 108 Loan Guarantees. There is also a grant from the Nisqually Tribe for minor home repairs and West Pierce Fire & Rescue for emergency assistance for displaced residents.

Through the planning and citizen participation process CDBG and HOME spending priorities are set on an annual basis, to be broken out into funding projects for physical improvements, public service (not to exceed 15%), housing, economic development, and administration (not to exceed 20%).

CDBG:

CDBG Funds may be used to fund an array of projects and activities qualifying under any of four categories:

- (1) Physical/Infrastructure Improvements
- (2) Public Service
- (3) Housing
- (4) Economic Development

CDBG Entitlement Funding History			
Program Year	Annual Allocation	Change Over Prior Year Over/(Under)	
		\$	%
2020	\$ 596,006	\$ 32,882	5.8%
2019	563,124	1,893	0.3%
2018	561,231	76,865	15.9%
2017	484,366	17,316	3.7%
2016	467,050	(698)	-0.1%
2015	467,748	(4,004)	-0.8%
2014	471,752	(9,846)	-2.0%
2013	481,598	10,703	2.3%
2012	470,895	(106,895)	-18.5%
2011	577,790	(114,016)	-16.5%
2010	691,806	50,755	7.9%
2009	641,051	5,749	0.9%
2008	635,302	(24,966)	-3.8%
2007	660,268	(3,682)	-0.6%
2006	663,950	(77,700)	-10.5%
2005	741,650	(43,350)	-5.5%
2004	785,000	(21,000)	-2.6%
2003	806,000	(91,000)	-10.1%
2002	897,000	(46,000)	-4.9%
2001	943,000	30,000	3.3%
2000	913,000	n/a	n/a
Total	\$ 12,923,581		

Investments made in various housing programs (Major Home Repair/Sewer Loan Program, Down Payment Assistance, and Multi-family Housing), and economic development activities (Microenterprise Loan Program) have created multiple Revolving Loan Funds (RLF) for each of the funded activities.

In addition to tracking the various CDBG grant allocation's revenue and expenditures in Fund 190 CDBG, notes receivable for Housing Program Loans are also tracked. These are revolving loans for Major Home Repair, Major Home Repair for Sewer and Down Payment Assistance for qualifying homebuyers.

The following tables provide a summary of loans and grants for Major Home and Sewer Repair Down Payment Assistance. These are zero interest loans with 20-year terms. Payments are revolving which dictates that the principal received is applied to current program expenditures before billing CDBG.

Major Home Repairs & Sewers (MHRS) / Down Payment Assistance (DPA) Loans and Grants				
<i>As of March 31, 2020</i>				
Program Year	MHRS		DPA	
	# of Projects	Original Amount	# of Projects	Original Amount
2019	6	\$ 176,179	-	\$ -
2018	9	\$ 174,133	-	\$ -
2017	4	\$ 72,323	-	\$ -
2016	6	\$ 129,356	-	\$ -
2015	1	\$ 37,144	-	\$ -
2014	5	\$ 72,979	1	\$ 3,365
2013	8	\$ 144,408	-	\$ -
2012	9	\$ 106,857	1	\$ 2,250
2011	8	\$ 170,407	-	\$ -
2010	13	\$ 256,287	2	\$ 8,619
2009	6	\$ 102,652	5	\$ 23,791
2008	3	\$ 37,224	4	\$ 19,379
2007	4	\$ 56,345	2	\$ 8,700
2006	6	\$ 67,556	1	\$ 7,000
2005	7	\$ 69,634	-	\$ -
2004	4	\$ 36,058	3	\$ 14,901
2003	7	\$ 49,136	8	\$ 35,336
2002	3	\$ 19,999	-	\$ -
2001	-	\$ -	11	\$ 51,621
2000	-	\$ -	1	\$ 5,000
Total	109	\$ 1,778,677	39	\$ 179,962

Major Home Repairs & Sewer Loans Detail:

Major Home Repair & Sewer Loans (MHRS)									
As of March 31, 2020									
Loan ID #	Original Loan / Grant Amount	Total Principal Paid/ Other	Loans Receivable	Closing Date	First Payment Date	Status	Maturity Date	Interest Rate	
Year 2002									
3 = Total # Loans/Grants									
0 = Total Outstanding	\$ 19,999	\$ 19,999	\$ -						
MHR-001	\$ 6,000	\$ 6,000	\$ -	9/23/2002		Paid Off		0.0%	
MHR-003	\$ 5,999	\$ 5,999	\$ -	2/24/2003		Paid Off		0.0%	
MHR-004	\$ 8,000	\$ 8,000	\$ -	5/5/2003		Paid Off		0.0%	
Year 2003									
7 = Total # Loans/Grants									
2 = Total Outstanding	\$ 49,137	\$ 41,178	\$ 7,956						
MHR-006	\$ 7,831	\$ 7,831	\$ -	7/23/2003		Paid Off		0.0%	
MHR-008	\$ 4,523	\$ 4,523	\$ -	9/8/2003	10/1/2023	Paid Off	9/8/2023	0.0%	
MHR-009	\$ 7,956	\$ -	\$ 7,956	9/16/2003	10/1/2023		9/10/2023	0.0%	
MHR-011	\$ 7,237	\$ 7,237	\$ -	10/21/2003		Paid Off		0.0%	
MHR-018	\$ 6,950	\$ 6,950	\$ -	1/28/2004		Paid Off		0.0%	
MHR-016	\$ 6,640	\$ 6,640	\$ -	3/2/2004	3/1/2024	Paid Off	2/25/2024	0.0%	
MHR-019	\$ 8,000	\$ 8,000	\$ -	5/12/2004		Paid Off		0.0%	
MHR-017	\$ -	\$ -	\$ -	5/21/2004		Written Off		0.0%	
Year 2004									
4 = Total # Loans/Grants									
0 = Total Outstanding	\$ 36,058	\$ 36,058	\$ -						
MHR-020	\$ 12,554	\$ 12,554	\$ -	9/15/2004		Paid Off		0.0%	
MHR-030	\$ 7,504	\$ 7,504	\$ -	9/23/2004		Paid Off		0.0%	
MHR-029	\$ 8,000	\$ 8,000	\$ -	11/1/2004		Written Off		0.0%	
MHR-024	\$ 8,000	\$ 8,000	\$ -	12/3/2004		Paid Off		0.0%	
Year 2005									
7 = Total # Loans/Grants									
2 = Total Outstanding	\$ 69,634	\$ 49,989	\$ 19,645						
MHR-038	\$ 7,064	\$ 7,064	\$ -	8/29/2005		Paid Off		0.0%	
MHR-031	\$ 9,235	\$ 1,590	\$ 7,645	9/1/2005	4/1/2016		3/1/2026	0.0%	
MHR-032	\$ 7,302	\$ 7,302	\$ -	9/2/2005		Paid Off		0.0%	
MHR-034	\$ 7,993	\$ 7,993	\$ -	10/19/2005		Paid Off		0.0%	
MHR-036	\$ 15,840	\$ 15,840	\$ -	12/15/2005		Paid Off		0.0%	
MHR-040	\$ 10,200	\$ 10,200	\$ -	4/11/2006		Paid Off		0.0%	
MHR-047	\$ 12,000	\$ -	\$ 12,000	6/7/2006	6/1/2026		6/1/2026	0.0%	
Year 2006									
6 = Total # Loans/Grants									
3 = Total Outstanding	\$ 67,556	\$ 37,015	\$ 30,541						
MHR-046	\$ 9,697	\$ 9,697	\$ -	7/26/2006		Paid Off		0.0%	
MHR-052	\$ 11,927	\$ -	\$ 11,927	11/14/2006	12/1/2026		11/8/2026	0.0%	
MHR-053	\$ 11,858	\$ 11,858	\$ -	12/20/2006		Paid Off		0.0%	
MHR-055	\$ 10,126	\$ 3,500	\$ 6,626	1/3/2007	1/1/2027		12/27/2026	0.0%	
MHR-056	\$ 11,960	\$ 11,960	\$ -	5/22/2007		Paid Off		0.0%	
MHR-054	\$ 11,988	\$ -	\$ 11,988	4/25/2007	5/1/2027		4/19/2027	0.0%	
Year 2007									
4 = Total # Loans/Grants									
2 = Total Outstanding	\$ 56,346	\$ 26,179	\$ 30,167						
MHR-061	\$ 11,777	\$ -	\$ 11,777	11/8/2007	12/1/2027		11/2/2027	0.0%	
MHR-062	\$ 18,390	\$ -	\$ 18,390	11/20/2007	12/1/2027		11/14/2027	0.0%	
MHR-063	\$ 19,291	\$ 19,291	\$ -	11/20/2007		Paid Off		0.0%	
MHR-064	\$ 6,888	\$ 6,888	\$ -	2/4/2008		Paid Off		0.0%	
Year 2008									
3 = Total # Loans/Grants									
1 = Total Outstanding	\$ 37,224	\$ 25,325	\$ 11,899						
MHR-066	\$ 11,899	\$ -	\$ 11,899	8/21/2008	9/1/2028		8/15/2028	0.0%	
MHR-069	\$ 11,980	\$ 11,980	\$ -	12/29/2008		Written Off		0.0%	
MHR-070	\$ 13,345	\$ 13,345	\$ -	2/12/2009		Paid Off		0.0%	

Major Home Repair & Sewer Loans (MHRS) - continued

As of March 31, 2020

Loan ID #	Original Loan / Grant Amount	Total Principal Paid / Other	Loans Receivable	Closing Date	First Payment Date	Status	Maturity Date	Interest Rate
Year 2009								
6 = Total # Loans/Grants								
4 = Total Outstanding	\$ 102,653	\$ 43,455	\$ 59,198					
MHR-075	\$ 14,397	\$ 2,135	\$ 12,262	9/21/2009	9/1/2013		9/1/2016	0.0%
MHR-077	\$ 12,597	\$ 2,838	\$ 9,759	11/13/2009	12/1/2013		11/1/2016	0.0%
MHR-079	\$ 23,168	\$ 23,168	\$ -	11/4/2009		Paid Off		0.0%
MHR-073	\$ 14,137	\$ 2,150	\$ 11,987	12/23/2009	6/1/2013		12/1/2017	0.0%
MHR-080	\$ 13,164	\$ 13,164	\$ -	4/16/2010		Paid Off		0.0%
MHR-082	\$ 25,190	\$ -	\$ 25,190	5/28/2010	6/1/2030		6/1/2030	0.0%
Year 2010								
13 = Total # Loans/Grants								
9 = Total Outstanding	\$ 256,287	\$ 112,220	\$ 144,067					
MHR-076	\$ 25,110	\$ -	\$ 25,110	7/2/2010	7/1/2030		6/25/2013	0.0%
MHR-087	\$ 19,930	\$ 4,260	\$ 15,670	9/30/2010	9/1/2030		9/23/2030	0.0%
MHR-088	\$ 21,124	\$ -	\$ 21,124	9/30/2010	10/1/2030		9/24/2030	0.0%
MHR-083	\$ 26,232	\$ 26,232	\$ -	10/8/2010		Paid Off		0.0%
MHR-089	\$ 3,474	\$ -	\$ 3,474	10/29/2010	11/1/2030		10/22/2030	0.0%
MHR-086	\$ 21,778	\$ 21,778	\$ -	11/29/2010		Paid Off		0.0%
MHR-093	\$ 24,390	\$ 22,000	\$ 2,390	2/28/2011	6/1/2016		2/18/2031	0.0%
MHR-092 (Grant)	\$ 12,100	\$ 12,100	\$ -	2/28/2011			n/a	n/a
MHR-090	\$ 16,770	\$ -	\$ 16,770	3/14/2011	4/1/2031		3/8/2031	0.0%
MHR-094	\$ 25,020	\$ -	\$ 25,020	4/4/2011	4/1/2031		3/29/2031	0.0%
MHR-085	\$ 22,449	\$ 6,900	\$ 15,549	5/14/2014	7/1/2014		7/1/2029	0.0%
MHR-096 (Grant)	\$ 11,120	\$ 11,120	\$ -	4/21/2011			n/a	n/a
MHR-095	\$ 26,790	\$ 7,830	\$ 18,960	6/28/2011	4/1/2015		4/1/2031	0.0%
Year 2011								
8 = Total # Loans/Grants								
6 = Total Outstanding	\$ 170,407	\$ 82,024	\$ 88,383					
MHR-098	\$ 22,293	\$ -	\$ 22,293	7/21/2011	8/1/2031		7/13/2031	0.0%
MHR-100	\$ 18,858	\$ 18,858	\$ -	9/20/2011	6/1/2017		9/14/2016	0.0%
MHR-101	\$ 26,182	\$ -	\$ 26,182	11/9/2011	12/1/2031		11/2/2016	0.0%
MHR-102	\$ 6,386	\$ 6,386	\$ -	12/19/2011		Paid Off		0.0%
MHR-099	\$ 19,414	\$ -	\$ 19,414	12/30/2011	1/1/2031		12/21/2031	0.0%
MHR-107	\$ 27,300	\$ 27,300	\$ -	1/10/2012		Short Sale		0.0%
MHR-103	\$ 24,974	\$ 4,480	\$ 20,494	1/11/2012	8/1/2017		1/5/2017	0.0%
MHR-105/to MHR-162	\$ 25,000	\$ 25,000	\$ -	5/14/2012	6/1/2022	Sub-Ordinat	5/8/2017	0.0%
Year 2012								
9 = Total # Loans/Grants								
6 = Outstanding Loans	\$ 106,857	\$ 19,020	\$ 87,837					
MHR-106	\$ 28,913	\$ -	\$ 28,913	8/28/2012	9/1/2022		8/21/2022	0.0%
MHR-112	\$ 12,230	\$ -	\$ 12,230	2/27/2013	3/1/2033		2/20/2033	0.0%
MHR-113	\$ 17,850	\$ -	\$ 17,850	12/8/2012	12/1/2032		12/4/2032	0.0%
MHR-114 (Grant)	\$ 1,696	\$ 1,696	\$ -	7/18/2012			n/a	n/a
MHR-117	\$ 10,174	\$ 10,174	\$ -	6/17/2013		Paid Off		0.0%
MHRS-01	\$ 7,150	\$ 7,150	\$ -	9/27/2012		Paid Off		0.0%
MHRS-05	\$ 10,022	\$ -	\$ 10,022	9/18/2012	10/1/2032		9/11/2032	0.0%
MHRS-06	\$ 10,128	\$ -	\$ 10,128	9/27/2012	12/1/2017		9/20/2017	0.0%
MHRS-07	\$ 8,694	\$ -	\$ 8,694	9/11/2012	12/1/2017		9/5/2017	0.0%
Year 2013								
8 = Total # Loans/Grants								
5 = Total Outstanding	\$ 144,408	\$ 50,727	\$ 93,681					
MHR-118	\$ 27,921	\$ 3,200	\$ 24,721	10/16/2013	10/10/2018		10/10/2018	0.0%
MHR-119	\$ 11,969	\$ 11,969	\$ -	7/1/2013		Paid Off		0.0%
MHR-120	\$ 15,100	\$ 6,047	\$ 9,053	11/22/2013	1/1/2014		12/1/2033	0.0%
MHR-121 (Grant)	\$ 8,457	\$ 8,457	\$ -	9/6/2013			n/a	n/a
MHR-122 (Grant)	\$ 12,597	\$ 12,597	\$ -	10/3/2013			n/a	n/a
MHR-123	\$ 24,938	\$ 3,588	\$ 21,350	3/6/2014	5/1/2014		5/1/2034	0.0%
MHR-124	\$ 31,238	\$ 4,869	\$ 26,369	4/14/2014	8/1/2014		8/1/2034	0.0%
MHR-091	\$ 12,188	\$ -	\$ 12,188	1/23/2014	8/17/2034		8/17/2015	0.0%

Major Home Repair & Sewer Loans (MHRS) - continued

As of March 31, 2020

Loan ID #	Original Loan / Grant Amount	Total Principal Paid / Other	Loans Receivable	Closing Date	First Payment Date	Status	Maturity Date	Interest Rate
Year 2014								
5 = Total # Loans/Grants								
3 = Total Outstanding	\$ 72,979	\$ 34,410	\$ 38,569					
MHR-126	\$ 11,140	\$ 6,224	\$ 4,916	9/22/2014	12/1/2014		1/12/2034	0.0%
MHR-127	\$ 12,558	\$ 12,558	\$ -	2/5/2015		Paid Off		0.0%
MHR-128	\$ 14,014	\$ 3,683	\$ 10,331	1/14/2015	4/1/2015		3/1/2035	0.0%
MHR-129	\$ 24,497	\$ 1,175	\$ 23,322	12/30/2014	3/1/2015		3/1/2035	0.0%
MHRS-04	\$ 10,770	\$ 10,770	\$ -	1/29/2015	4/1/2015	Paid Off	4/1/2035	0.0%
Year 2015								
1 = Total # Loans/Grants								
1 = Outstanding Loans	\$ 37,144	\$ 5,352	\$ 31,792					
MHR-132	\$ 37,144	\$ 5,352	\$ 31,792	12/22/2015	2/1/2016		1/1/2036	0.0%
Year 2016								
6 = Total # Loans/Grants								
6 = Total Outstanding	\$ 129,356	\$ 12,833	\$ 116,523					
MHR-133	\$ 25,000	\$ -	\$ 25,000	8/16/2016	8/1/2036		7/1/2036	0.0%
MHR-135	\$ 28,303	\$ 3,008	\$ 25,295	12/9/2016	2/1/2017		1/1/2037	0.0%
MHR-136	\$ 10,702	\$ -	\$ 10,702	12/5/2016	1/1/2037		1/1/2037	0.0%
MHRS-09	\$ 12,724	\$ 1,998	\$ 10,726	12/19/2016	2/1/2017		1/1/2037	0.0%
MHRS-10	\$ 37,761	\$ 7,827	\$ 29,934	12/19/2016	2/1/2017		1/1/2037	0.0%
MHR-138	\$ 14,866	\$ -	\$ 14,866	1/20/2017	12/1/2037		12/31/2037	0.0%
Year 2017								
4 = Total # Loans/Grants								
3 = Total Outstanding	\$ 72,322	\$ 39,179	\$ 33,143					
MHRS-08	\$ 8,243	\$ -	\$ 8,243	6/15/2017	6/1/2037		6/1/2037	0.0%
MHRS-11	\$ 23,289	\$ 23,289	\$ -	6/19/2017	8/1/2017	Paid Off	7/1/2037	0.0%
MHR-137	\$ 28,225	\$ 3,325	\$ 24,900	11/15/2017	12/1/2037		11/1/2037	0.0%
MHR-145	\$ 12,565	\$ 12,565	\$ -	11/16/2017		Paid Off		0.0%
Year 2018								
8 = Total # Loans/Grants								
9 = Total Outstanding	\$ 174,132	\$ 13,061	\$ 161,071					
MHR-140	\$ 14,779	\$ -	\$ 14,779	1/29/2018	1/1/2038		1/29/2038	0.0%
MHR-142	\$ 12,565	\$ -	\$ 12,565	1/29/2018	1/1/2038		1/29/2038	0.0%
MHR-146	\$ 18,500	\$ -	\$ 18,500	2/16/2018	2/1/2038		2/16/2038	0.0%
MHR-149	\$ 5,201	\$ -	\$ 5,201	2/6/2018	2/1/2038		2/1/2038	0.0%
MHR-150	\$ 5,201	\$ -	\$ 5,201	1/11/2018	1/1/2038		1/11/2038	1.0%
MHR-151	\$ 12,686	\$ 12,686	\$ -	2/16/2018	3/1/2018	Paid Off	3/1/2038	1.0%
MHR-147	\$ 15,000	\$ -	\$ 15,000	7/28/2018	7/1/2038		7/28/2038	0.0%
MHR-154	\$ 65,000	\$ 375	\$ 64,625	11/29/2018	11/1/2038		11/29/2038	0.0%
MHR-162/MHR-105	\$ 25,200	\$ -	\$ 25,200	12/6/2018	12/1/2038		12/6/2038	0.0%
Year 2019								
6 = Total # Loans/Grants								
6 = Total Outstanding	\$ 176,178	\$ 17,263	\$ 158,915					
MHR-155	\$ 22,442	\$ 953	\$ 21,489	2/28/2019	6/1/2019		5/1/2039	1.0%
MHR-158	\$ 43,000	\$ 100	\$ 42,900	5/15/2019	8/1/2019		6/1/2039	1.0%
MHR-160	\$ 36,736	\$ 719	\$ 36,017	4/26/2019	6/1/2019		5/1/2039	1.0%
MHR-161	\$ 43,000	\$ 9,570	\$ 33,430	5/8/2019	6/30/2019		6/1/2039	1.0%
MHR-164	\$ 16,000	\$ -	\$ 16,000	2/13/2020	1/1/2039		1/1/2039	1.0%
MHR-165	\$ 15,000	\$ 5,921	\$ 9,079	8/1/2019	8/1/2019		7/1/2039	1.0%
Life-to-Date Total								
109 = Total # Loans/Grants								
66 = Total Outstanding	\$ 1,778,677	\$ 665,289	\$ 1,113,387					

Down Payment Assistance Loans & Grants Detail:

Down Payment Assistance - Loans & Grants									
As of March 31, 2020									
Loan ID #	Original Loan/Grant Amount	Principal Payments & Other	Loans Receivable	Closing Date	First Payment Date	Status	Maturity Date	Interest Rate	
Year 2000									
1 = Total # Loans/Grants									
0 = Total Outstanding	\$ 5,000	\$ 5,000	\$ -						
DPA-001	\$ 5,000	\$ 5,000	\$ -	12/5/2001		Paid Off		0.0%	
Year 2001									
11 = Total # Loans/Grants									
2 = Total Outstanding	\$ 51,622	\$ 45,669	\$ 5,953						
DPA-002	\$ 5,000	\$ 5,000	\$ -	7/2/2001		Paid Off		0.0%	
DPA-004	\$ 3,366	\$ 3,366	\$ -	8/28/2001		Paid Off		0.0%	
DPA-005	\$ 5,000	\$ 5,000	\$ -	9/4/2001		Paid Off		0.0%	
DPA-006	\$ 5,000	\$ 5,000	\$ -	9/20/2001		Paid Off		0.0%	
DPA-007	\$ 5,000	\$ 5,000	\$ -	9/21/2001		Written Off		0.0%	
DPA-008	\$ 4,425	\$ 4,425	\$ -	10/18/2001		Paid Off		0.0%	
DPA-009	\$ 3,973	\$ -	\$ 3,973	12/5/2001	10/26/2021		10/26/2021	0.0%	
DPA-012	\$ 5,000	\$ 5,000	\$ -	1/25/2002		Paid Off		0.0%	
DPA-011	\$ 5,000	\$ 5,000	\$ -	1/31/2002		Paid Off		0.0%	
DPA-013	\$ 4,778	\$ 4,778	\$ -	2/28/2002		Paid Off		0.0%	
DPA-014	\$ 5,080	\$ 3,100	\$ 1,980	3/21/2002	9/1/2017		2/1/2022	0.0%	
Year 2003									
8 = Total # Loans/Grants									
0 = Total Outstanding	\$ 35,336	\$ 35,336	\$ -						
DPA-015	\$ 5,000	\$ 5,000	\$ -	8/1/2003		Paid Off		0.0%	
DPA-016	\$ 2,167	\$ 2,167	\$ -	8/20/2003		Paid Off		0.0%	
DPA-017 (Grant)	\$ 5,000	\$ 5,000	n/a	12/3/2003			n/a	n/a	
DPA-018 (Grant)	\$ 5,000	\$ 5,000	n/a	1/22/2004			n/a	n/a	
DPA-020 (Grant)	\$ 3,169	\$ 3,169	n/a	2/17/2004			n/a	n/a	
DPA-022 (Grant)	\$ 5,000	\$ 5,000	n/a	4/22/2004			n/a	n/a	
DPA-021 (Grant)	\$ 5,000	\$ 5,000	n/a	4/29/2004			n/a	n/a	
DPA-023 (Grant)	\$ 5,000	\$ 5,000	n/a	6/30/2004			n/a	n/a	
Year 2004									
3 = Total # Loans/Grants									
0 = Total Outstanding	\$ 14,901	\$ 14,901	\$ -						
DPA-024	\$ 5,000	\$ 5,000	\$ -	9/2/2004		Paid Off		0.0%	
DPA-025	\$ 4,901	\$ 4,901	\$ -	9/28/2004		Paid Off		0.0%	
DPA-026	\$ 5,000	\$ 5,000	\$ -	5/2/2005		Paid Off		0.0%	
Year 2006									
1 = Total # Loans/Grants									
1 = Total Outstanding	\$ 7,000	\$ -	\$ 7,000						
DPA-027	\$ 7,000	\$ -	\$ 7,000	7/26/2006	7/17/2026		7/17/2026	0.0%	
Year 2007									
2 = Total # Loans/Grants									
1 = Total Outstanding	\$ 8,700	\$ 3,500	\$ 5,200						
DPA-029	\$ 5,200	\$ -	\$ 5,200	2/28/2008	2/27/2028		2/27/2028	0.0%	
DPA-030	\$ 3,500	\$ 3,500	\$ -			Written Off		0.0%	
Year 2008									
4 = Total # Loans/Grants									
2 = Total Outstanding	\$ 19,379	\$ 13,954	\$ 5,425						
DPA-032	\$ 6,959	\$ 6,959	\$ -	11/21/2008		Written Off		0.0%	
DPA-033	\$ 2,550	\$ -	\$ 2,550	12/22/2008	2/18/2028		12/18/2028	0.0%	
DPA-034	\$ 6,995	\$ 6,995	\$ -	Short Sale		Written Off		0.0%	
DPA-035	\$ 2,875	\$ -	\$ 2,875	5/11/2009	4/27/2029		4/27/2029	0.0%	
Year 2009									
5 = Total # Loans/Grants									
2 = Total Outstanding	\$ 23,791	\$ 12,381	\$ 11,410						
DPA-041	\$ 7,000	\$ 7,000	\$ -	9/30/2009		Paid Off		0.0%	
DPA-042	\$ 4,410	\$ -	\$ 4,410	10/9/2009	10/7/2029		10/7/2029	0.0%	
DPA-044	\$ 2,091	\$ 2,091	\$ -	11/30/2009		Paid Off		0.0%	
DPA-046	\$ 7,000	\$ -	\$ 7,000	5/12/2010	5/5/2030		5/5/2030	0.0%	
DPA-055	\$ 3,290	\$ 3,290	\$ -	6/18/2010		Paid Off		0.0%	

Down Payment Assistance - Loans & Grants (continued)									
As of March 31, 2020									
Loan ID #	Original Loan/Grant Amount	Principal Payments & Other	Loans Receivable	Closing Date	First Payment Date	Status	Maturity Date	Interest Rate	
Year 2010									
1 = Total # Loans/Grants									
2 = Total Outstanding	\$ 8,619	\$ 7,000	\$ 1,619						
DPA-048	\$ 1,619	\$ -	\$ 1,619	11/18/2010	10/29/2030		10/29/2030	0.0%	
DPA-049	\$ 7,000	\$ 7,000		5/25/2011	5/16/2031	Paid Off	5/16/2031	0.0%	
Year 2012									
1 = Total # Loans/Grants									
1 = Total Outstanding	\$ 2,250	\$ -	\$ 2,250						
DPA-050	\$ 2,250	\$ -	\$ 2,250	10/24/2012	10/16/2032		10/16/2032	0.0%	
Year 2014									
1 = Total # Loans/Grants									
1 = Total Outstanding	\$ 3,364	\$ 3,364	\$ -						
DPA-051	\$ 3,364	\$ 3,364	\$ -	9/30/2014		Paid Off		0.0%	
Life-to-Date Total									
39 = Total # Loans/Grant									
10 = Total Outstanding	\$ 179,962	\$ 141,105	\$ 38,857						

CDBG Loan Detail:

The City of Lakewood note receivable from Living Access Support Alliance (LASA) of \$250,000 is for partial funding of the Client Services Center project. This is a 20 year deferred loan at zero interest.

CDBG Entitlement Loan - Living Access Support Alliance Loan (LASA)							
As of March 31, 2020							
Loan ID #	Original Loan/Grant Amount	Total Principal Paid	Loans Receivable	Closing Date	First Payment Date	Maturity Date	Interest Rate
2013-01	\$ 250,000	\$ -	\$ 250,000	6/2/2014	7/23/2023	6/2/2034	0.0%
Life-to-Date Total							
1 = Total # Loans							
1 = Outstanding	\$ 250,000	\$ -	\$ 250,000				

HOME:

In accordance with HOME federal regulations, expenditures for the HOME program have primarily focused investment in the creation of, maintenance of, or acquisition of affordable housing for low and moderate income individuals. Programs funded include the Housing Rehabilitation Program (single-family homeowner rehabilitation), Down Payment Assistance, and the Affordable Housing Fund (investments primarily with Habitat for Humanity and various non-profit housing providers). The Housing Rehabilitation, Down Payment, and Affordable Housing Funds all have corresponding Revolving Loan Funds (RLF) established in accordance with HUD regulations, which allow for the recapture and reuse of loan funds for similar housing activities.

The HOME program is funded annually through the Lakewood and Tacoma HOME Consortium. The Consortium reimburses expenditures for the City of Lakewood's projects/programs, which include Housing Rehabilitation, Affordable Housing, and Home Down Payment Loans, to the City of Lakewood. The notes on these loans are held and tracked by the Lakewood and Tacoma HOME Consortium in Tacoma, and are not accounted for in Fund 190 CDBG.

HOME Housing Rehabilitation Loans As of March 31, 2020		
Program Year	# of Projects	Original Amount
2019	-	\$ -
2018	-	\$ -
2017	-	\$ -
2016	1	\$ 74,611
2015	2	\$ 88,697
2014	-	\$ -
2013	1	\$ 36,258
2012	4	\$ 201,175
2011	2	\$ 131,300
2010	3	\$ 178,130
2009	6	\$ 412,750
2008	7	\$ 289,765
2007	3	\$ 179,546
2006	7	\$ 379,452
2005	7	\$ 286,313
2004	10	\$ 395,478
2003	11	\$ 363,099
2002	5	\$ 155,471
2001	3	\$ 126,899
2000	1	\$ 40,000
Total	73	\$ 3,338,944

HOME Housing Rehabilitation Loan Detail:

HOME Housing Rehabilitation Loans As of March 31, 2020										
Loan ID #	Original Loan Amount	Loan Reduction	Net Loan Amount	Principal Paid & Write Offs	Loans Receivable	Closing Date	First Payment Date	Status	Maturity Date	Interest Rate
Year 2000										
1 = Total # Loans	\$ 40,000	\$ -	\$ 40,000	\$ 40,000	\$ -					
LHR-001	\$ 40,000	\$ -	\$ 40,000	\$ 40,000	\$ -	9/23/2002		Paid Off		0.0%
Year 2001										
3 = Total # Loans	\$ 126,899	\$ -	\$ 126,899	\$ 126,899	\$ -					
LHR-002	\$ 49,979	\$ -	\$ 49,979	\$ 49,979	\$ -	7/23/2003		Paid Off		0.0%
LHR-004	\$ 40,000	\$ -	\$ 40,000	\$ 40,000	\$ -	9/8/2003		Paid Off		0.0%
LHR-005	\$ 36,920	\$ -	\$ 36,920	\$ 36,920	\$ -	9/16/2003		Paid Off		0.0%
Year 2002										
5 = Total # Loans	\$ 155,471	\$ 361	\$ 155,110	\$ 139,663	\$ 15,447					
LHR-003	\$ 39,028	\$ -	\$ 39,028	\$ 39,028	\$ -	9/15/2004		Paid Off		0.0%
LHR-006	\$ 50,000	\$ -	\$ 50,000	\$ 50,000	\$ -	7/22/2002		Paid Off		0.0%
LHR-007	\$ 30,735	\$ -	\$ 30,735	\$ 30,735	\$ -	9/23/2004		Paid Off		0.0%
LHR-008	\$ 15,808	\$ 361	\$ 15,447	\$ -	\$ 15,447	2/28/2003	2/1/2023		2/28/2023	0.0%
LHR-011	\$ 19,900	\$ -	\$ 19,900	\$ 19,900	\$ -	12/3/2004		Paid Off		0.0%
Year 2003										
11 = Total # Loans	\$ 363,099	\$ 6,806	\$ 356,293	\$ 222,299	\$ 133,994					
LHR-009	\$ 40,000	\$ -	\$ 40,000	\$ -	\$ 40,000	7/31/2003	4/1/2023		8/23/2025	0.0%
LHR-013	\$ 35,328	\$ -	\$ 35,328	\$ 35,328	\$ -	9/1/2005		Paid Off		0.0%
LHR-020	\$ 18,744	\$ -	\$ 18,744	\$ 15,608	\$ 3,136	11/13/2003	11/1/2023		11/13/2023	0.0%
LHR-012	\$ 68,321	\$ -	\$ 68,321	\$ 68,321	\$ -	10/19/2005		Paid Off		0.0%
LHR-019	\$ 23,344	\$ 2,100	\$ 21,244	\$ -	\$ 21,244	12/18/2003	12/18/2023		12/18/2023	0.0%
LHR-016	\$ 42,304	\$ -	\$ 42,304	\$ 42,304	\$ -	4/11/2006		Paid Off		0.0%
LHR-012B	\$ 23,145	\$ -	\$ 23,145	\$ 23,145	\$ -	5/14/2004		Paid Off		0.0%
LHR-026	\$ 28,760	\$ 4,702	\$ 24,058	\$ -	\$ 24,058	5/4/2004	5/1/2024		5/4/2024	0.0%
LHR-032	\$ 13,473	\$ -	\$ 13,473	\$ 13,473	\$ -	6/21/2004		Paid Off		0.0%
LHR-014	\$ 45,560	\$ 4	\$ 45,556	\$ -	\$ 45,556	6/1/2024	6/1/2024			0.0%
LHR-022	\$ 24,120	\$ -	\$ 24,120	\$ 24,120	\$ -	6/7/2006		Paid Off		0.0%
Year 2004										
10 = Total # Loans	\$ 395,478	\$ 1,849	\$ 393,629	\$ 221,111	\$ 172,518					
LHR-021	\$ 34,100	\$ 111	\$ 33,989	\$ -	\$ 33,989	7/28/2004	7/1/2024		7/28/2024	0.0%
LHR-018/099X	\$ 48,934	\$ -	\$ 48,934	\$ 48,934	\$ -	11/14/2006		Paid Off		0.0%
LHR-031	\$ 13,072	\$ -	\$ 13,072	\$ 13,072	\$ -	12/20/2006		Paid Off		0.0%
LHR-025R	\$ 54,015	\$ 918	\$ 53,097	\$ 19,952	\$ 33,145	10/11/2004			10/11/2024	0.0%
LHR-030	\$ 48,000	\$ -	\$ 48,000	\$ 48,000	\$ -	12/16/2004		Paid Off		0.0%
LHR-039	\$ 38,704	\$ 489	\$ 38,215	\$ -	\$ 38,215	3/30/2005	3/30/2025		3/30/2025	0.0%
LHR-027	\$ 47,838	\$ -	\$ 47,838	\$ 47,838	\$ -	4/2/2005		Paid Off		0.0%
LHR-019B	\$ 19,500	\$ 214	\$ 19,286	\$ -	\$ 19,286	4/29/2005	4/29/2025		12/27/2026	0.0%
LHR-041	\$ 43,315	\$ -	\$ 43,315	\$ 43,315	\$ -	5/22/2007		Paid Off		0.0%
LHR-028	\$ 48,000	\$ 117	\$ 47,883	\$ -	\$ 47,883	6/6/2005	6/6/2025		6/6/2025	0.0%

HOME Housing Rehabilitation Loans										
As of March 31, 2020										
Loan ID #	Original Loan Amount	Loan Reduction	Net Loan Amount	Principal Paid & Write Offs	Loans Receivable	Closing Date	First Payment Date	Status	Maturity Date	Interest Rate
Year 2005										
7 = Total # Loans	\$ 286,313	\$ 248	\$ 286,065	\$ 110,235	\$ 175,830					
LHR-043	\$ 41,480	\$ -	\$ 41,480	\$ 41,480	\$ -	11/8/2007		Paid Off		0.0%
LHR-033	\$ 33,752	\$ -	\$ 33,752	\$ 33,752	\$ -	8/29/2005		Paid Off		0.0%
LHR-034	\$ 52,577	\$ 109	\$ 52,468	\$ 8,499	\$ 43,969	8/23/2005	8/23/2025		8/23/2025	0.0%
LHR-038	\$ 26,504	\$ -	\$ 26,504	\$ 26,504	\$ -	2/14/2006		Paid Off		0.0%
LHR-049	\$ 65,000	\$ -	\$ 65,000	\$ -	\$ 65,000	6/1/2006	6/1/2026		6/1/2026	0.0%
LHR-047	\$ 25,500	\$ -	\$ 25,500	\$ -	\$ 25,500	6/8/2006	6/8/2026		6/8/2026	0.0%
LHR-052	\$ 41,500	\$ 139	\$ 41,361	\$ -	\$ 41,361	6/23/2006	6/23/2026		6/23/2026	0.0%
Year 2006										
7 = Total # Loans	\$ 379,452	\$ 256	\$ 379,196	\$ 189,288	\$ 189,908					
LHR-050	\$ 52,000	\$ -	\$ 52,000	\$ 18,988	\$ 33,012	8/23/2006	1/1/2013		8/23/2026	0.0%
LHR-040	\$ 42,420	\$ -	\$ 42,420	\$ 42,420	\$ -	10/4/2006		Paid Off		0.0%
LHR-053	\$ 73,910	\$ -	\$ 73,910	\$ 73,910	\$ -	10/24/2006		Written Off		0.0%
LHR-054	\$ 47,570	\$ -	\$ 47,570	\$ 24,568	\$ 23,002	1/31/2007	8/1/2017		1/31/2027	0.0%
LHR-055	\$ 69,150	\$ 17	\$ 69,133	\$ -	\$ 69,133	1/31/2007	1/31/2026		1/31/2027	0.0%
LHR-057	\$ 65,000	\$ 239	\$ 64,761	\$ -	\$ 64,761	3/29/2007	3/29/2027		3/29/2027	0.0%
LHR-060	\$ 29,402	\$ -	\$ 29,402	\$ 29,402	\$ -	2/12/2009		Written Off		0.0%
Year 2007										
3 = Total # Loans	\$ 179,546	\$ 176	\$ 179,370	\$ 57,060	\$ 122,310					
LHR-062	\$ 57,060	\$ -	\$ 57,060	\$ 57,060	\$ -	12/23/2009		Paid Off		0.0%
LHR-058/087	\$ 56,886	\$ 39	\$ 56,847	\$ -	\$ 56,847	8/17/2007	8/17/2018		8/17/2027	0.0%
LHR-063	\$ 65,600	\$ 137	\$ 65,463	\$ -	\$ 65,463	1/31/2008	2/1/2028		1/31/2028	0.0%
Year 2008										
7 = Total # Loans	\$ 289,765	\$ 1,409	\$ 288,356	\$ 151,073	\$ 137,284					
LHR-066	\$ 36,915	\$ -	\$ 36,915	\$ 36,915	\$ -	7/2/2010		Paid Off		0.0%
LHR-068	\$ 49,085	\$ 248	\$ 48,837	\$ -	\$ 48,838	10/10/2008	10/10/2028		10/10/2028	0.0%
LHR-071	\$ 62,845	\$ 668	\$ 62,177	\$ -	\$ 62,177	10/10/2008	10/10/2028		10/10/2028	0.0%
LHR-070	\$ 38,050	\$ -	\$ 38,050	\$ 38,050	\$ -	10/10/2008		Paid Off		0.0%
LHR-072	\$ 50,070	\$ -	\$ 50,070	\$ 50,070	\$ -	9/30/2010		Paid Off		0.0%
LHR-069	\$ 26,450	\$ 181	\$ 26,269	\$ -	\$ 26,269	2/24/2009	12/19/2028		2/24/2029	0.0%
LHR-073	\$ 26,350	\$ 312	\$ 26,038	\$ 26,038	\$ -	4/10/2009	4/10/2029	Paid Off	4/10/2029	0.0%
Year 2009										
6 = Total # Loans	\$ 412,750	\$ 6,227	\$ 406,523	\$ 162,240	\$ 244,283					
LHR-078	\$ 65,000	\$ 1,383	\$ 63,617	\$ -	\$ 63,617	9/15/2009	9/15/2029		9/15/2029	0.0%
LHR-074	\$ 59,525	\$ 3,243	\$ 56,282	\$ -	\$ 56,282	10/2/2009	10/2/2029		10/2/2029	0.0%
LHR-077	\$ 83,100	\$ -	\$ 83,100	\$ 83,100	\$ -	11/9/2011		Paid Off		0.0%
LHR-076	\$ 64,200	\$ 407	\$ 63,793	\$ -	\$ 63,793	11/6/2009	11/1/2029		11/6/2029	0.0%
LHR-080	\$ 61,685	\$ 1,094	\$ 60,591	\$ -	\$ 60,591	12/17/2009	12/31/2029		12/17/2029	0.0%
LHR-082	\$ 79,240	\$ 100	\$ 79,140	\$ 79,140	\$ -	2/16/2010	2/16/2030	Paid Off		0.0%
Year 2010										
3 = Total # Loans	\$ 178,130	\$ 4,873	\$ 173,257	\$ -	\$ 173,257					
LHR-081	\$ 59,150	\$ 1,631	\$ 57,519	\$ -	\$ 57,519	1/31/2011	12/28/2030		1/31/2031	0.0%
LHR-085	\$ 52,200	\$ 3,242	\$ 48,958	\$ -	\$ 48,958	2/2/2011	2/18/2031		2/2/2031	0.0%
LHR-086	\$ 66,780	\$ -	\$ 66,780	\$ -	\$ 66,780	5/5/2011	5/5/2031		5/5/2031	0.0%
Year 2011										
2 = Total # Loans	\$ 131,300	\$ 3,854	\$ 127,446	\$ -	\$ 127,446					
LHR-090	\$ 47,500	\$ 3,617	\$ 43,883	\$ -	\$ 43,883	4/5/2012	4/5/2032		4/5/2032	0.0%
LHR-091	\$ 83,800	\$ 237	\$ 83,563	\$ -	\$ 83,563	5/8/2012	5/8/2032		5/8/2032	0.0%
Year 2012										
4 = Total # Loans	\$ 201,175	\$ 3,693	\$ 197,484	\$ 41,175	\$ 156,306					
LHR-094	\$ 34,500	\$ 3,133	\$ 31,367	\$ -	\$ 31,367	9/28/2012	9/28/2032		9/28/2032	0.0%
LHR-096	\$ 50,000	\$ 560	\$ 49,442	\$ -	\$ 49,439	1/23/2013	1/29/2018		1/23/2033	0.0%
LHR-097	\$ 75,500	\$ -	\$ 75,500	\$ -	\$ 75,500	2/20/2013	2/20/2033		4/20/2033	0.0%
LHR-095	\$ 41,175	\$ -	\$ 41,175	\$ 41,175	\$ -	12/30/2014		Paid Off		0.0%
Year 2013										
1 = Total # Loans	\$ 36,258	\$ -	\$ 36,258	\$ 15,185	\$ 21,073					
LHR-066R	\$ 36,258	\$ -	\$ 36,258	\$ 15,185	\$ 21,073	8/27/2013	10/1/2013		8/27/2033	0.0%
Year 2015										
2 = Total # Loans	\$ 88,697	\$ -	\$ 88,697	\$ 32,497	\$ 56,200					
LHR-099X/018	\$ 15,947	\$ -	\$ 15,947	\$ 15,947	\$ -	12/29/2015	1/1/2016		12/29/2035	0.0%
LHR-100	\$ 72,750	\$ -	\$ 72,750	\$ 16,550	\$ 56,200	9/28/2015	11/1/2015		9/28/2035	0.0%
Year 2016										
1 = Total # Loans	\$ 74,611	\$ -	\$ 74,611	\$ -	\$ 74,611					
LHR-101	\$ 74,611	\$ -	\$ 74,611	\$ -	\$ 74,611	8/26/2016	8/26/2036		7/1/2036	0.0%
Life-to-Date Total										
73 = Total # Loans	\$ 3,338,944	\$ 29,752	\$ 3,309,194	\$ 1,508,725	\$ 1,800,467					

Section 108:

The Section 108 program funds are used to fund large-scale economic development projects throughout Lakewood. This funding source most closely mirrors CDBG program regulations and requirements, in that, it must meet the national objective of serving low and moderate income individuals (primarily through the creation or retention of jobs for low and moderate income persons). Funding is to be awarded to qualifying projects as “gap funding” and is typically the final piece of the financing puzzle required to complete a project’s budget. Funds are to be provided as loans with terms up to 20 years and carry standard underwriting and collateralization requirements. Section 108 loans require borrower (jurisdiction) to pledge current and future CDBG allocations as principal security for the loan guarantee with additional collateral security being provided to the City by the final borrower (business or end use).

In 2012, the City of Lakewood was awarded \$2,888,000 from HUD for Section 108 Loan Guarantee funds. This program provides communities with a source of financing for large scale, capital-intensive economic development, housing, public facilities, and large-scale infrastructure and community development projects.

Section 108 Loans									
As of March 31, 2020									
Loan ID #	Original Loan/Grant Amount	Total Principal Paid	Total Interest Paid	Loan Balance	Closing Date	First Payment Date	Maturity Date	Interest Rate	
Year 2014									
1 = Total # Loans									
1 = Total Outstanding	\$ 700,000	\$ 130,000	\$ 102,464	\$ 570,000					
Curbside Motors	\$ 700,000	\$ 130,000	\$ 102,464	\$ 570,000	12/5/2014	8/1/2015	8/1/2034	4.25%	
Year 2015									
1 = Total # Loans									
1 = Total Outstanding	\$ 310,000	\$ -	\$ 53,125	\$ 310,000					
Living Access Support Alliance (LASA)	\$ 310,000	\$ -	\$ 53,125	\$ 310,000	8/1/2015	8/1/2020	8/1/2034	4.25%	
Year 2017									
1 = Total # Loans									
1 = Total Outstanding	\$ 141,000	\$ 94,000	\$ 5,861	\$ 47,000					
City of Lakewood 108th Street	\$ 141,000	\$ 94,000	\$ 5,861	\$ 47,000	8/31/2017	8/1/2018	8/31/2020	1.5% variable	
Life-to-Date Total									
3 = Total # Loans									
3 = Total Outstanding	\$ 1,151,000	\$ 224,000	\$ 161,450	\$ 927,000					

On August 31, 2017, the City entered into a Contract Loan Guarantee with Housing Urban Development for the overlay project 108th Street. The loan amount is \$141,000 to be paid with three years of CDBG entitlement funds. This was approved in the annual action plan and the note application. The security pledge is the City's full faith and credit. The interest rate is variable and is set by LIBOR. As of 3/31/2020 the outstanding principal balance for this loan is \$47,000.

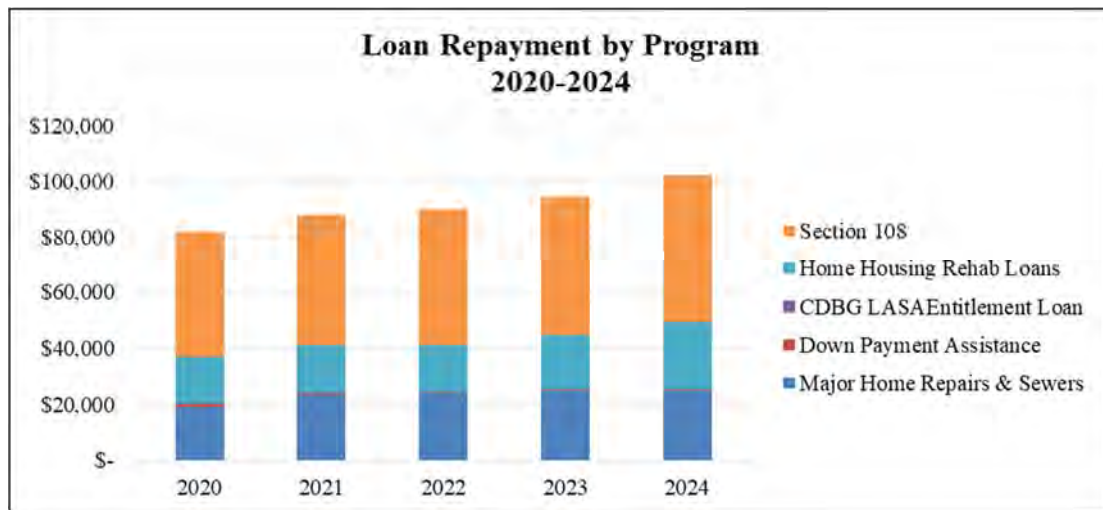
A Section 108 Loan in the amount of \$700,000 was issued in 2014 for Curbside Motors Incorporated and another for \$310,000 in 2015 for Living Access Support Alliance by the United States Department of Housing and Urban Development (HUD) to the City. The outstanding combined principal balance as of March 31, 2020 of \$880,000 is being repaid by a third party and, therefore, is not recognizable as debt on the City's long-term debt schedule or City's financials.

Loan Repayment by Program

The following table provides a schedule of loan repayments by program.

Loan Repayment by Program	2020	2021	2022	2023	2024	2025-2029	2030-2060
Major Home Repairs & Sewers	\$ 19,238	\$ 23,394	\$ 23,903	\$ 24,993	\$ 25,038	\$ 130,517	\$ 866,304
Down Payment Assistance	900	855	300	300	300	4,175	32,026
CDBG LASAEntitlement Loan	-	-	-	-	-	-	250,000
Home Housing Rehab Loans	16,918	16,918	16,918	19,329	24,032	229,794	1,476,558
Section 108	45,000	47,000	49,000	50,000	53,000	300,000	336,000
Total	\$ 82,056	\$ 88,167	\$ 90,121	\$ 94,622	\$ 102,370	\$ 664,486	\$2,960,888
Average Annual Years 2025-2029						\$ 110,748	
Average Annual Years 2030-2060							\$ 98,696

The schedule of loan repayments above reflects estimated amounts as of 12/31/2020.



CDBG Fund Summary

The tables below provides the fund's financial information.

Fund 190 CDBG Balance Sheet As of March 31, 2020	
Assets:	
Cash	\$ (75,813)
Due From Other Governments	90,377
Notes/Loan Receivable - CDBG Down Payment Assistance	38,857
Notes/Loan Receivable - CDBG Major Home & Sewer Repairs	1,113,387
Notes/Loan Receivable - CDBG LASA	250,000
Notes/Loan Receivable - Nisqually Tribe Contribution	1,805
Total Assets	\$ 1,418,613
Liabilities:	
Accounts Payable	\$ -
Retainage Payable	6,856
Payroll Payable	9,228
HUD DPA Checking Interest	33
Total Liabilities	\$ 16,117
Fund Balance (Restricted)	\$ 1,402,496
Total Liabilities & Fund Balance	\$ 1,418,613

	Year-to-date through March 31, 2020			
	Beginning Balance	Revenue	Expenditure	Fund Balance
Fund 190 CDBG Summary				
CDBG	1,396,223	69,112	65,841	1,399,494
HOME (1)	-	21,732	25,737	(4,005)
Nisqually Tribal	7,001	7	-	7,008
Total	1,403,224	90,851	91,578	\$ 1,402,497
CDBG	\$ 1,396,223	\$ 69,112	\$ 65,841	\$ 1,399,494
Administration	-	31,954	33,486	(1,532)
Administration 2019	-	31,954	31,954	-
Administration Revolving	-	-	1,532	(1,532)
Physical Improvements	-	3,369	3,369	-
123rd St.	-	3,016	3,016	-
Debt Service - 108th St	-	353	353	-
Housing Programs	1,146,223	33,789	28,986	1,151,026
Major Home Repair/Sewer (2)	1,144,137	32,067	34,918	1,141,286
Emergency Assistance Displaced Resident	-	-	-	-
Admin of HOME Programs	-	1,254	1,254	-
Major/DPA Revolving Loans, Interest, Fees	2,086	468	(7,186)	9,740
Affordable Housing	250,000	-	-	250,000
CDBG Loan	250,000	-	-	250,000
HOME	\$ -	\$ 21,732	\$ 25,737	\$ (4,005)
Housing Rehabilitation (2)	-	21,372	25,377	(4,005)
Affordable Housing - Habitat	-	271	271	-
Affordable Housing - Other	-	89	89	-
NISQUALLY & OTHER	\$ 7,001	\$ 6	\$ -	\$ 7,007
Emergency Assist Displaced Residents	464	-	-	464
Emergency Assist Displaced Residents	464	-	-	464
Minor Home Repairs	6,537	6	-	6,543
Minor Home Repairs	6,537	6	-	6,543
Total	\$1,403,224	\$ 90,850	\$ 91,578	\$ 1,402,496

(1) Retainage Held \$4,004.41 LHR-106

(2) Retainage Held \$2,852.01 MHR-168

Fund 191 Neighborhood Stabilization Program

The purpose of this fund is to account for the revenues and expenditures associated with the Federal Neighborhood Stabilization Program. The NSP was established for the purpose of stabilizing communities that have suffered from foreclosures and abandonment. The NSP1 program provides funds to purchase and redevelop foreclosed and abandoned homes and residential properties. The NSP3 program provides a third round of neighborhood stabilization grants to all states and select governments on a formula basis. NSP 3 program funds have been spent. The following table provides a financial summary of the NSP program.

Neighborhood Stabilization Program	<i>Year-to-date through March 31, 2020</i>			
	Beginning Balance	Revenue	Expenditure	Ending Balance
Neighborhood Stabilization Program 1	\$ 142,433	\$ 57,505	\$ 637	\$ 199,301
Total	\$ 142,433	\$ 57,505	\$ 637	\$ 199,301

Fund 192 South Sound Military Communities Partnership

The purpose of this fund is to account for the revenues and expenditures associated with the Federal Office of Economic Adjustment Grant Program, which provides grants to assist communities with the alleviation of socioeconomic effects that may result from military base closures and realignments. This fund also accounts for all activity associated with the South Sound Military Communities Partnership (SSMCP). The following table provides a financial summary of the OEA/SSMCP programs.

South Sound Military Communities Partnership / Office of Economic Adjustment	<i>Year-to-date through March 31, 2020</i>			
	Balance	Revenue	Expenditure	Balance
SSMCP	\$ 53,430	\$ 236,500	\$ 54,550	\$ 235,380
OEA - JBLM CU Implementation 3	-	98,026	98,026	-
Dept. of Defense /Tactical Tailor	-	18,192	18,192	-
Total	\$ 53,430	\$ 352,718	\$ 170,768	\$ 235,380

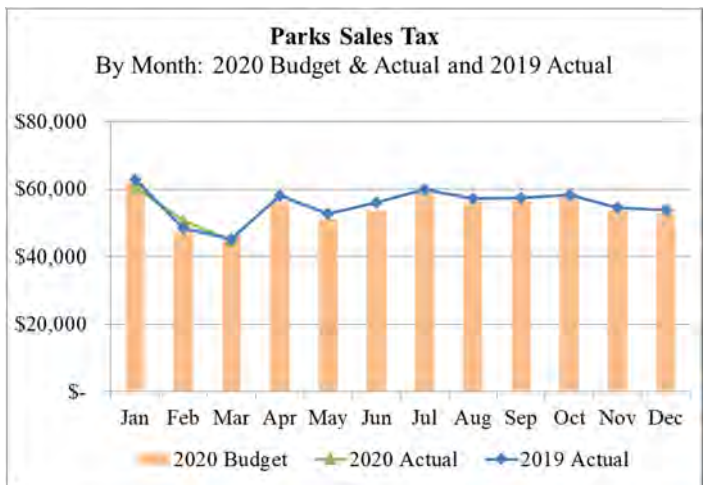
PARKS, RECREATION & COMMUNITY SERVICES

Parks Sales Tax

On September 19, 2000, Pierce County voters approved the ballot measure to increase local sales taxes by one-tenth of 1 percent. A sales and use tax equal to one-tenth of one percent (0.001%) within Pierce County provides funds to acquire, improve, rehabilitate, maintain, or develop regional and local parks; to improve, rehabilitate, maintain or expand accredited zoo, aquarium and wildlife preserves pursuant to RCW 82.14.400(6); for community-based housing; and to implement the creation of a zoo and aquarium advisory authority.

The tax was proposed as a funding mechanism for Tacoma Metro Park District (the zoo). The money collected is shared 50-50 between the Parks District and the cities not contained in the District and the county.

Parks Sales Tax								
<i>Year-to-date through March</i>								
Month	2018 Actual	2019 Actual	2020		Over / (Under)			
			Budget	Actual	2020 Actual vs 2019 Actual		2020 Actual vs 2020 Budget	
					\$	%	\$	%
Jan	\$ 59,311	\$ 62,678	\$ 61,787	\$ 60,456	\$ (2,222)	-3.5%	\$ (1,331)	-2.2%
Feb	45,821	48,314	46,926	50,467	2,153	4.5%	3,541	7.5%
Mar	44,646	45,140	46,240	44,623	(517)	-1.1%	(1,617)	-3.5%
Apr	55,443	58,086	55,925		-	-	-	-
May	49,249	52,692	51,061		-	-	-	-
Jun	52,094	55,907	53,475		-	-	-	-
Jul	56,905	59,742	58,750		-	-	-	-
Aug	53,365	57,222	56,053		-	-	-	-
Sep	54,418	57,409	56,245		-	-	-	-
Oct	55,737	58,156	58,043		-	-	-	-
Nov	52,643	54,478	53,543		-	-	-	-
Dec	51,764	53,831	52,850		-	-	-	-
Total YTD	\$ 149,778	\$ 156,132	\$ 154,954	\$ 155,546	\$ (586)	-0.4%	\$ 592	0.4%
Total Annual	\$ 631,396	\$ 663,655	\$ 650,900	n/a	n/a	n/a	n/a	n/a
5-Year Average Change (2015 - 2019):		5.8%						



Cost Recovery – Parks, Recreation & Community Services

In May 2016, the City Council adopted a set of revised financial policies to include cost recovery. The following is an excerpt of the cost recovery policy as it relates specifically to target cost recovery for parks programs/services:

Target Cost Recovery Level for Parks Programs/Services. The cost recovery policy applies to the following parks and recreation programs/services: recreation services; special events and community gathering; senior services; and all parks. The following should be considered when determining

pricing levels: The higher the community benefit, the higher the General Fund subsidy level and the higher the individual benefit, the lower the General Fund subsidy level. The overall cost recovery goal for all parks programs and services should be 45%.

Included in the revenues is the parks sales tax, which is allocated to the various parks programs/functions based on prorated share of expenditures. The growth in parks sales tax has helped reduce the general fund subsidy amount.

The table below provides historical annual and current estimated annual and actual subsidy and recovery ratio by program.

Parks, Recreation & Community Services Year-to-Date through March							
Program	2015 Annual Actual	2016 Annual Actual	2017 Annual Actual	2018 Annual Actual	2019 Annual Actual	2020	
						Annual Budget	YTD Actual
Recreation:							
Revenues	\$ 185,865	\$ 216,547	\$ 261,919	\$ 259,786	\$ 273,458	\$ 328,470	\$ 42,161
Expenditures	\$ 378,728	\$ 416,464	\$ 465,267	\$ 405,448	\$ 467,173	\$ 472,141	\$ 76,999
General Fund Subsidy	\$ 192,862	\$ 199,917	\$ 203,347	\$ 145,662	\$ 193,715	\$ 143,671	\$ 34,838
Recovery Ratio	49%	52%	56%	64%	59%	70%	55%
Senior Services:							
Revenues	\$ 126,325	\$ 128,002	\$ 146,667	\$ 135,302	\$ 164,863	\$ 149,085	\$ 37,727
Expenditures	\$ 205,028	\$ 221,579	\$ 222,371	\$ 236,627	\$ 246,535	\$ 241,021	\$ 53,218
General Fund Subsidy	\$ 78,703	\$ 93,576	\$ 75,703	\$ 101,325	\$ 81,672	\$ 91,936	\$ 15,492
Recovery Ratio	62%	58%	66%	57%	67%	62%	71%
Parks Facilities:							
Revenues	\$ 230,460	\$ 189,650	\$ 196,875	\$ 207,559	\$ 216,183	\$ 215,694	\$ 40,219
Expenditures	\$ 601,638	\$ 475,050	\$ 465,075	\$ 500,484	\$ 544,466	\$ 522,457	\$ 108,540
General Fund Subsidy	\$ 371,178	\$ 285,400	\$ 268,200	\$ 292,925	\$ 328,283	\$ 306,763	\$ 68,321
Recovery Ratio	38%	40%	42%	41%	40%	41%	37%
Fort Steilacoom Park:							
Revenues	\$ 196,072	\$ 222,616	\$ 229,551	\$ 282,142	\$ 298,997	\$ 282,881	\$ 59,097
Expenditures	\$ 476,101	\$ 604,482	\$ 588,850	\$ 672,444	\$ 733,560	\$ 710,600	\$ 141,169
General Fund Subsidy	\$ 280,028	\$ 381,866	\$ 359,299	\$ 390,302	\$ 434,563	\$ 427,720	\$ 82,072
Recovery Ratio	41%	37%	39%	42%	41%	40%	42%
Subtotal Direct Cost:							
Revenues	\$ 738,723	\$ 756,815	\$ 835,013	\$ 884,789	\$ 953,501	\$ 976,129	\$ 179,204
Expenditures	\$ 1,661,494	\$ 1,717,575	\$ 1,741,562	\$ 1,815,003	\$ 1,991,734	\$ 1,946,220	\$ 379,926
General Fund Subsidy	\$ 922,772	\$ 960,760	\$ 906,549	\$ 930,214	\$ 1,038,233	\$ 970,090	\$ 200,722
Recovery Ratio	44%	44%	48%	49%	48%	50%	47%
Administration (Indirect Cost):							
Revenues	\$ 74,171	\$ 79,621	\$ 87,032	\$ 89,860	\$ 94,133	\$ 100,721	\$ 38,566
Expenditures	\$ 279,425	\$ 293,036	\$ 304,327	\$ 301,174	\$ 329,201	\$ 356,292	\$ 125,254
General Fund Subsidy	\$ 205,254	\$ 213,415	\$ 217,295	\$ 211,314	\$ 235,068	\$ 255,571	\$ 86,688
Recovery Ratio	27%	27%	29%	30%	29%	28%	31%
Total Direct & Indirect Cost:							
Revenues	\$ 812,894	\$ 836,436	\$ 922,045	\$ 974,649	\$ 1,047,634	\$ 1,076,850	\$ 217,770
Expenditures	\$ 1,940,919	\$ 2,010,611	\$ 2,045,889	\$ 2,116,177	\$ 2,320,935	\$ 2,302,512	\$ 505,180
General Fund Subsidy	\$ 1,128,025	\$ 1,174,175	\$ 1,123,844	\$ 1,141,528	\$ 1,273,301	\$ 1,225,662	\$ 287,410
Recovery Ratio	42%	42%	45%	46%	45%	47%	43%
5-Year Average General Fund Subsidy (2015 - 2019)						\$	1,168,175
5-Year Average Recovery Ratio (2015 - 2019)							44%

Note:

- Revenues includes Parks Sales Tax
- Revenues for Administration (Indirect Cost) is the program's prorated share of Parks Sales Tax.
- Beginning in 2015, internal service charges are allocated to user departments.
- Expenditures do not include Indirect overhead Cost allocation for finance, human resources, legal, legislative and executive functions.

Human Services Program

Since incorporation, the City has dedicated 1% of General Fund in for human services programs that support our most vulnerable populations and create conditions that enable people in need to access resources and support services which foster healthy and functional individuals and families where children thrive and achieve their full potential.

Agency	Program	2017 Actual	2018 Actual	2019 Actual	2020 Allocation	Total 2017-2020
	Total	\$ 337,441	\$ 344,707	\$ 353,356	\$ 360,000	\$ 1,395,504
	Access to Health & Behavior Health	\$ 76,500	\$ 59,000	\$ 71,500	\$ 71,500	\$ 278,500
Communities In Schools	Lakewood School-Wide Support	22,500	-	-	-	22,500
Community Healthcare	Primary Medical Care	-	-	20,000	20,000	40,000
Community Healthcare	Uncompensated Medical Care for ESL	5,000	-	-	-	5,000
Greater Lakes Mental Health	Behavioral Contact Team	25,000	25,000	25,000	25,000	100,000
Lindquist Dental Clinic for Children	Dental Care for Children	12,000	17,000	14,000	14,000	57,000
Pierce County Project Access	Donated Care Program	12,000	17,000	12,500	12,500	54,000
	Emotional Supports for Health Relationships	\$ 81,409	\$ 113,423	\$ 113,403	\$ 117,000	\$ 425,235
Centerforce	Inclusion for Adult with Disabilities	-	-	10,000	10,000	20,000
Communities In Schools	After School Program	-	24,000	17,500	17,500	59,000
Lakewood Boys & Girls Club	After School Program	12,500	12,500	20,000	20,000	65,000
Pierce College	Computer Clubhouse	11,626	14,000	-	-	25,626
Pierce College / City of Lakewood (*)	Lakewood's Promise	17,390	19,923	21,403	25,000	83,716
Pierce County Aids Foundation	Oasis Youth Center & Case Mgmt	15,000	17,000	22,500	22,500	77,000
Rebuilding Hope Sexual Assault Center	Therapy & Advocacy Programs	14,893	16,000	14,000	14,000	58,893
YMCA of Pierce & Kitsap Counties	Late Night Youth Programs	10,000	10,000	8,000	8,000	36,000
	Housing Assistance	\$ 40,988	\$ 41,000	\$ 25,953	\$ 29,000	\$ 136,941
Catholic Community Services	Family Housing Network	15,988	16,000	11,953	15,000	58,941
Rebuilding Together South	Rebuilding Day & Year-Round Services	10,000	10,000	14,000	14,000	48,000
Tacoma Rescue Mission	Adams Street Family Shelter	15,000	15,000	-	-	30,000
	Stabilization Services	\$ 138,544	\$ 131,284	\$ 142,500	\$ 142,500	\$ 554,828
Caring for Kids	Ready to Learn Fair & School Supplies	5,000	4,997	-	-	9,997
Emergency Food Network	Food Distribution	25,000	25,000	25,000	25,000	100,000
Nourish Pierce Co (Fish Food Banks of Pierce Co)	Food Bank	25,000	25,000	20,000	20,000	90,000
Lakewood Area Shelter Association (LASA)	Client Services Center	22,500	22,500	18,750	18,750	82,500
South Sound Outreach Services	Connection Center Utility Assistance	9,444	1,287	-	-	10,731
St. Leo Food Connection	Children's Feeding Program	5,600	6,000	-	-	11,600
St. Leo Food Connection	Springbrook Mobile Food Bank	9,000	9,000	30,000	30,000	78,000
Tacoma Community House	Victims of Crime Advocacy Program	12,000	12,500	18,750	18,750	62,000
YWCA Pierce County	Domestic Violence Services	25,000	25,000	30,000	30,000	110,000

* In 2017, the City brought Lakewood's Promise work back in-house and cancelled the contract with Pierce College.

Fund 502 Property Management

The table below provides the operational costs of maintaining City Hall, Police Station and Sounder Station.

Property Management Operating Expenditures <i>Year-to-date through March</i>							
Operating Expenditures	2018 Annual Actual	2019		2020		Over/(Under) 2020 YTD Actual vs 2019	
		Annual Actual	YTD Actual	Annual Budget	YTD Actual	\$	%
City Hall Facility	\$ 366,270	\$ 369,872	\$ 69,352	\$ 420,045	\$ 88,293	\$ 18,941	27.3%
Personnel	113,984	121,578	27,697	172,845	31,877	4,180	15.1%
Supplies	31,531	32,199	4,535	15,310	8,835	4,300	94.8%
Services / Intergovernmental	95,129	109,081	17,335	92,600	27,916	10,581	61.0%
Utilities	125,626	107,014	19,785	139,290	19,665	(120)	-0.6%
Police Station	\$ 259,801	\$ 266,905	\$ 73,923	\$ 239,277	\$ 64,514	\$ (9,409)	-12.7%
Personnel	55,964	62,438	13,553	56,057	16,775	3,222	23.8%
Supplies	16,492	12,466	2,381	26,190	1,699	(682)	-28.6%
Services / Intergovernmental	76,785	80,244	30,390	65,900	18,624	(11,766)	-38.7%
Utilities	110,561	111,757	27,599	91,130	27,415	(184)	-0.7%
Sounder Station *	\$ 62,086	\$ 61,413	\$ 8,941	\$ 68,362	\$ 11,721	\$ 2,780	31.1%
Personnel	11,192	12,487	2,710	11,212	3,355	645	23.8%
Supplies	2,812	3,278	282	5,000	424	142	50.2%
Services / Intergovernmental	42,013	39,531	4,841	52,150	6,819	1,978	40.9%
Utilities	6,069	6,116	1,108	-	1,123	15	1.3%
Total Operating Expenditures	\$ 688,159	\$ 698,188	\$ 152,215	\$ 727,684	\$ 164,527	\$ 12,312	8.1%

* Reflects Sounder Station operating expenditures accounted for in Fund 502 Property Management.

Fund 301 – Parks CIP

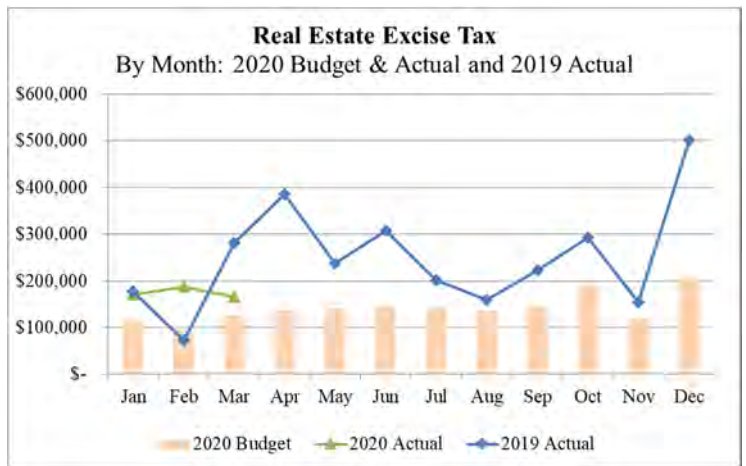
The Parks Capital Project Fund accounts for the receipts and disbursements related to the acquisition or construction of major park capital facilities with the exception of those facilities financed by proprietary and trust funds.

Fund 301 Parks CIP	2020 Budget	2020 Actual
Revenues:		
Grants	\$ 3,934,911	\$ 60,000
Contributions/Donations	30,000	50
Interest/Other	-	7,684
Transfer In - Fund 001 General	282,129	157,129
Transfer In - Fund 102 REET	519,589	519,589
Transfer In - Fund 104 LTAC	461,034	
Transfer In - MVET	-	981
Transfer In - Fund 401 SWM	206,277	
Total Revenues	\$ 5,433,940	\$ 745,433
Expenditures:		
301.0003 Harry Todd Playground Replacement	2,713,055	62,615
301.0005 Chambers Creek Trail Planning	300,000	-
301.0006 Gateways	200,000	-
301.0014 Ft Steilacoom Park/South Angle Lane Parking & Elwood Fencing	1,417,763	21,570
301.0016 Park Equipment Replacement	47,483	-
301.0017 Park Playground Resurfacing	12,989	-
301.0018 Project Support	136,247	6,602
301.0019 Edgewater Dock	45,083	15,928
301.0020 Wards Lake Improvements	243,277	-
301.0022 Street Banners & Brackets Phase II	8,789	-
301.0024 Fort Steilacoom Park Barn Restoration	120,000	-
301.0025 Fort Steilacoom Park ADA/Sensorty All Abilities Playground	150,000	-
301.0027 American Lake Improvement (ADA, Playground)	232,042	-
301.0031 Fort Steilacoom Park Turf Infields	1,260,000	-
301.0032 Springbrook Park Expansion V	919,616	-
301.0035 Fort Steilacoom Park Pavilion Restroom Improvements	157,022	-
301.0036 Service Club Sign	22,510	-
301.0037 Property Acquisition & Demolition (Near Washington Park)	150,000	-
Total Expenditures	\$ 8,135,876	\$ 106,714
Beginning Fund Balance	\$ 2,716,556	\$ 2,716,556
Ending Fund Balance	\$ 14,620	\$ 3,355,275

Fund 102 Real Estate Excise Tax

All sales of real estate are taxed at 1.78%, of which 1.28% goes towards state funding of K-12 education and public works assistance and the City receives 0.5% for capital purposes. The Pierce County Treasurer collects the real estate excise tax and remits to the City on a monthly basis. The tax is the obligation of the seller and due and payable immediately at the time of the sale.

Real Estate Excise Tax <i>Year-to-date through March</i>								
Month	2018	2019	2020		Over / (Under)			
			Budget	Actual	2020 Actual vs 2019 Actual		2020 Actual vs 2020 Budget	
					\$	%	\$	%
Jan	\$ 209,520	\$ 177,064	117,820	\$ 170,333	\$ (6,731)	-3.8%	\$ 52,513	44.6%
Feb	191,643	73,074	96,466	187,573	114,499	156.7%	91,107	94.4%
Mar	170,498	281,814	127,400	166,651	(115,163)	-40.9%	39,251	30.8%
Apr	219,737	385,709	136,192		-	-	-	-
May	189,396	237,058	141,051		-	-	-	-
Jun	143,044	307,045	144,124		-	-	-	-
Jul	226,227	202,258	143,206		-	-	-	-
Aug	269,923	158,917	136,377		-	-	-	-
Sep	175,454	222,439	144,048		-	-	-	-
Oct	201,155	293,584	190,853		-	-	-	-
Nov	185,745	154,694	118,268		-	-	-	-
Dec	513,014	500,975	204,195		-	-	-	-
Total YTD	\$ 571,660	\$ 531,952	\$ 341,686	\$ 524,557	\$ (7,395)	-1.4%	\$ 182,871	53.5%
Total Annual	\$ 2,695,355	\$ 2,994,634	\$ 1,700,000	n/a	n/a	n/a	n/a	n/a
5-Year Average Change (2015 - 2019):		20.3%						



The following tables summarize by month, the number of taxable and exempt real estate transactions, and lists major transactions (sales price of \$1M and greater).

Transactions that are exempt include:

- Property acquired by gift, inheritance, and other transfers which do not represent market transactions at “arm’s length”, such as transfers to a corporation or partnership owned by the transferor or his/her own family members;
- Transfers to lien holders when such transfers are in lieu of foreclosure;
- Real property acquired from a governmental entity;
- Business transfers in which no gain or loss occurs;
- Trade in credit; and
- Standing timber, if the income from the timber sale is subject to B&O tax.

Month	Transaction Type			# of Parcels	Major Transactions - 2020		
	Exempt	Taxable	Total		Description	Sales Price	Net Tax
Jan	60	67	127	142	Apartment Complex 14405 to 14417 Union Ave SW Crest Apartments 3276 South 92nd St Washington Oaks Apartments 15308 Washington Ave SW Carlyle Apartments 12721 47th Ave SW Clover Creek Apartments 12502 Addison St SW Eden Plaza 9312 South Tacoma Way Steilacoom Square 3865 Steilacoom Blvd SW	\$1,198,400 \$1,199,000 \$1,700,000 \$1,700,000 \$1,750,000 \$3,280,000 \$4,612,500	\$5,932 \$5,935 \$8,415 \$8,415 \$8,663 \$16,236 \$22,832
Feb	42	70	112	124	Auto Repair Services 4046 100th St SW Entertainment Bars 8920 South Tacoma Way Single Family Residence 7708 Walnut Street SW Gas Station Mini Mart 15408 Union Ave SW Western Inn 9920 South Tacoma Way	\$1,400,000 \$1,890,000 \$2,000,000 \$2,500,000 \$7,170,000	\$6,930 \$9,356 \$9,900 \$12,375 \$35,492
Mar	53	82	135	143	Single Family Residence 12746 Gravelly Lake Drive SW Malibu Apts 4120 109th St SW Grand Cedars Apts 5226 to 5230 Chicago Ave SW Amber Court Apts 12809 Lincoln Ave SW	\$1,625,000 \$2,093,000 \$2,820,000 \$3,080,000	\$8,044 \$10,360 \$13,959 \$15,246
Total YTD Mar	155	219	374	409		\$40,017,900	\$198,089

Month	Transaction Type			# of Parcels	Major Transactions - 2019		
	Exempt	Taxable	Total		Description	Sales Price	Net Tax
Jan	60	90	150	159	Commercial/Retail 5221 100th St SW Commercial/Retail (Custer Square) 4102 to 7406 Custer Rd W Apartment Complex 12802 True Lane SW	\$1,850,000 \$2,550,000 \$5,293,600	\$9,158 \$12,623 \$26,203
Feb	39	54	93	98	Single Family Residence 6718 76th St W	\$1,050,000	\$5,198
Mar	61	90	151	198	Universal Tires & Wheels 9210 South Tacoma Way Single Family Residence 14 Country Club Drive SW General Warehousing 3401 96th St South	\$1,000,000 \$1,650,000 \$27,200,000	\$4,950 \$8,168 \$134,640
Apr	65	101	166	178	Single Family Residence 8921 North Thome Lane SW Commercial Retail Trade 10506 Bridgeport Way SW Apartment Complex 5314 San Francisco Ave SW Beaumont Apartments 8609 82nd St SW	\$1,100,000 \$1,200,000 \$1,877,500 \$46,393,200	\$5,445 \$5,940 \$9,294 \$229,646
May	58	107	165	196	Single Family Residence 25 Forest Glen Ln SW Commercial Land & Improvements 11329 Pacific Hwy SW Commercial Land & Improvements 9530 Front St South Commercial Land & Improvements 9522 to 9537 Gravelly Lake Drive	\$1,175,000 \$1,600,000 \$5,000,000 \$7,865,000	\$5,816 \$7,920 \$24,750 \$38,932
Jun	51	116	167	185	Single Family Residence 11901 Greendale Drive SW RV Storage Yard XXX Steilacoom Blvd SW General Warehousing Storage/Farmers Coffee 9412 Front St S Walgreens 9505 Bridgeport Way SW Bridgeport Professional/Medical Svcs Building 7424 Bridgeport Wy Star Lite Market Place 8327 S Tacoma Way	\$1,072,500 \$1,200,000 \$1,225,000 \$4,327,714 \$7,250,000 \$11,700,000	\$5,309 \$5,940 \$6,064 \$21,422 \$35,888 \$57,915
Jul	53	99	152	167	Single Family Residence 11914 Nyanza Rd SW	\$1,200,000	\$5,940
Aug	54	101	155	170	No major transactions (\$1M+)	n/a	n/a
Sep	53	106	159	189	76 Union Gas Station Mini Mart 7718 Bridgeport Way West Tillicum Manor Mobile Park 23 Spaces 2 Duplexes 15317 Washington Single Family Residence 7 Country Club Drive West Commercial General Merchandise Retail Trade 10408 South Tacoma Commerical 9314 to 9316 Bridgeport Way SW Commercial Lakewood Square 6010 Mt Tacoma Drive SW	\$1,500,000 \$1,618,000 \$1,795,000 \$2,425,000 \$2,500,000 \$4,466,000	\$7,425 \$8,009 \$8,885 \$12,004 \$12,375 \$22,107
Oct	55	109	164	181	Single Family Residence 12404 Gravelly Lake Drive SW Lake Center Apt 5925 99th St SW Les Schwab xxx Durango St SW Klauser Building 3625 Perkins Ln Single Family Residence 12753 Gravelly Lake Drive SW Mt Tahoma Square Phase One 9505 South Tacoma Wy Butler House 4901 115th St Ct SW Macau Casino Restaurant 9811 South Tacoma Wy CVS Pharmacy 9332 to 9400 Bridgeport Way SW	\$1,140,000 \$1,150,000 \$1,218,000 \$1,450,000 \$1,775,000 \$2,100,000 \$3,197,100 \$6,000,000 \$8,505,300	\$5,643 \$5,693 \$6,029 \$7,178 \$8,786 \$10,395 \$15,826 \$29,700 \$42,101
Nov	42	83	125	136	Meadow Park Trlr Ct & Computer Repair 7416 Custer Road W Professional Office Building 9881 Bridgeport Way LLC New Construction Multi Family Apts 15001 Woodbrook Dr SW Single Family Residence 12718 Gravelly Lake Dr SW Single Family Residence 23 Country Dr SW Dutch Brothers Coffee 6229 Lake Grove St W	\$1,000,000 \$1,120,000 \$1,350,000 \$1,940,000 \$2,000,000 \$2,095,000	\$4,950 \$5,544 \$6,683 \$9,603 \$9,900 \$10,370
Dec	69	91	160		Single Family Residence 57 Country Club Road SW Single Family Residence 10502 Brook Lane SW Single Family Residence 7117 Interlaaken Drive SW Freeport Apts 10211 47th Ave SW Medical Office 11203 Bridgeport Way SW Single Family Residence 6820 150th St SW Oakridge Condos 8008 83rd Ave SW Royal Oaks Apts 8008 to 8248 Bridgeport Way SW	\$1,002,000 \$1,021,000 \$1,450,000 \$1,751,500 \$2,160,000 \$5,000,000 \$20,169,600 \$25,154,000	\$4,960 \$5,054 \$7,178 \$8,670 \$10,692 \$24,750 \$99,840 \$124,512
Total YTD Mar	160	234	394	455		\$40,593,600	\$200,939
Total Annual	660	1,147	1,807	1,857		\$242,832,014	\$1,202,019

Month	Transaction Type			# of Parcels	Major Transactions - 2018		
	Exempt	Taxable	Total		Description	Sales Price	Net Tax
Jan	46	81	127	178	Eastwood Apartments 5302 to 5306 Chicago Av SW Vacant Land Undeveloped 7901 116th St Ct SW (Multiple) Commercial Vacant Land 12623 Bridgeport Way SW South Tacoma Retail Plaza (Restaurant) 8722 South Tacoma Way Gas Station Mini Mart 3701 Steilacoom Blvd SW General Merchandise Retail Trade 8813 Edgewater Drive Single Family Residence 13015 Naomilawn Dr SW Duplex 12601 Bridgeport Way SW Single Family Residence 128 Country Club Cir CW	\$4,649,600 \$4,320,000 \$4,000,000 \$1,840,000 \$1,500,000 \$1,400,000 \$1,365,000 \$1,252,500 \$1,030,000	\$23,016 \$21,384 \$19,800 \$9,108 \$7,425 \$6,930 \$6,757 \$6,200 \$5,099
Feb	63	91	154	162	Commercial Vacant Land 10640 Pacific Highway SW Los Robles Apts 12712 Lincoln Ave SW Park Place Apts 12602 TO 12618 Lincoln Ave SW Single Family Residence 44 Country Club Drive SW	\$4,550,000 \$1,747,700 \$1,597,600 \$1,500,000	\$22,523 \$8,651 \$7,908 \$7,425
Mar	59	95	154	160	Single Family Residence 7235 Interlaaken Drive SW Single Family Residence 22 Loch Lane SW Professional Office Building 9881 Bridgeport Way SW Used Car Lots Only Retail 9001 South Tacoma Way	\$1,235,000 \$1,175,000 \$1,160,000 \$1,075,000	\$6,113 \$5,816 \$5,742 \$5,321
Apr	53	104	157	164	Lakewood You Store It 12611 Pacific Highway SW Bridgeport Apartments 4910 to 4918 108th St SW Tudor Haus Apartments 5506 to 5510 Chicago Ave SW Biltmore Hotel 12701 Pacific Highway SW Single Family Residence 12505 Gravelly Lake Drive SW Whispering Firs Apartments 5501 Chicago Ave SW	\$6,951,500 \$3,217,600 \$2,230,000 \$2,140,000 \$2,100,000 \$1,820,000	\$34,410 \$15,927 \$11,039 \$10,593 \$10,395 \$9,009
May	69	114	183	213	Single Family Residence 30 Country Club Dr SW General Warehousing Storage 10604 30th Ave S Lakewood Gardens 2 Apts 10901 to 10923 Addison St SW Oaklyn Manor Apts 7920 Washington Blvd SW Commercial Vacant Land 11023 Bridgeport Way SW	\$1,050,000 \$1,085,000 \$1,100,000 \$1,324,900 \$2,400,000	\$5,198 \$5,371 \$5,445 \$6,558 \$11,880
Jun	46	95	141	155	Single Family Residence 11420 Gravelly Lake Dr SW Villa Plaza Apartment 5634 Main St SW Single Family Residence 71 West Shore Ave SW Office Space 10025 Lakewood Drive SW	\$1,200,000 \$1,150,000 \$1,125,000 \$1,100,000	\$5,940 \$5,693 \$5,569 \$5,445
Jul	46	126	172	205	Sandman Apartments 10102 Sales Road S Gas Station/Mini Mart 10801 Bridgeport Way SW Single Family Residence 13120 Country Club Dr SW Unit 102	\$6,815,700 \$2,090,000 \$1,275,000	\$33,738 \$10,346 \$6,311
Aug	50	101	151	155	The James Apts 4828 123rd St SW Clover Meadows Apts 12517 47th Ave SW Lochburn Villa Apts 8814 Lochburn Lane SW Single Family Residence 12771 Gravelly Lake Drive SW Ivars Seafood 10114 South Tacoma Way	\$18,050,000 \$2,350,000 \$1,848,200 \$1,295,000 \$1,175,000	\$89,348 \$11,633 \$9,149 \$6,410 \$5,816
Sep	35	89	124	130	Sylvan Park Multi Family Apts 3407 to 3411 92nd St S Autozone Parts & Accessories 8308 Berkeley St SW Single Family Residence 13120 Country Club Dr SW Unit 401 Single Family Residence 12111 Gravelly Lake Dr SW Single Family Residence 12116 Nyanza Rd SW	\$1,615,000 \$1,600,000 \$1,375,000 \$1,340,000 \$1,150,000	\$7,994 \$7,920 \$6,806 \$6,633 \$5,693
Oct	47	114	161	172	Commercial Land & Improvements 9802 South Tacoma Way Vacant Undeveloped Residential Land 11456 Gravelly Lake Drive SW Flett Creek Professional Building 6210 75th St W Single Family Residence 12723 Gavelly Lake Drive SW Dairy Queen 10104 South Tacoma Way Single Family Residence 7920 Interlaaken Drive SW	\$1,991,500 \$1,599,000 \$1,550,000 \$1,152,000 \$1,100,000 \$1,025,000	\$9,858 \$7,915 \$7,673 \$5,702 \$5,445 \$5,074
Nov	55	83	138	145	Springtree Apts 12702 to 12714 49th Ave SW Sizzler Restaurant 10204 South Tacoma Way South Tacoma Business Park 8811 South Tacoma Way Single Family Residence 11320 Gravelly Lake Drive SW Vincent Apts 3313 to 3317 92nd St S	\$8,825,000 \$2,050,000 \$1,875,000 \$1,588,000 \$1,000,000	\$43,684 \$10,148 \$9,281 \$7,861 \$4,950
Dec	50	91	141	155	General Warehousing Storage @ 14801 Spring St SW New Constr Lakewood Cinema Plaza Pad "H" @ 2302 South 84th St Stanley Estates Apartments @ 12310 Interlaaken Drive SW Vacant Industrial Land @ 6922 146th St Single Family Dwelling @ 10807 Greendale Drive SW	\$65,575,000 \$5,900,000 \$3,696,375 \$1,650,000 \$1,500,000	\$324,596 \$29,205 \$18,297 \$8,168 \$7,425
Total YTD Mar	168	267	435	500		\$35,397,400	\$175,217
Total Annual	619	1,184	1,803	1,994		\$209,447,175	\$1,036,764

Fund 103 Transportation Benefit District

In November 2019, voters approved I-976 (known as the “\$30 car tab initiative”) effective December 5, 2019. The initiative makes significant changes to many other aspects of the State’s transportation system, including repeal of the authority for transportation benefit districts to impose fees.

The initiative will:

- Limit motor vehicle license fees to \$30 per year;
- Repeal or reduce certain motor vehicle weight fees;
- Repeal the authority for TBDs to impose vehicle license fees;
- Reduce electric vehicle fees to \$30 per year;
- Repeal the 0.3% tax on motor vehicle retail sales;
- Require local motor vehicle excise taxes (MVETs) to be calculated using the Kelley Blue Book base value of the vehicle;
- Conditionally repeal the Sound Transit 0.8% MVET; and
- Require the retirement or refinancing of Sound Transit-related bonds.

There will also be reductions in many of the state accounts associated with transportation funding, including the Multimodal Transportation Account (including state grants and local programs funded by these resources), the Motor Vehicle Account, State Patrol Highway Account, and the Transportation Partnership Account. In addition to the \$835,000/year from the \$20 VLF, the City receives multimodal funding and motor vehicle excise tax of approximately \$82,000/year and \$1,285,000/year, respectively, which could be impacted if reductions occur as the state level.

The Transportation Benefit District authority automatically expires on 12:01 am on July 16, 2032, unless dissolved sooner. The City does not anticipate dissolving the TBD earlier than this date since Ordinance 550 authorizes the City to establish TBDs within the boundaries of the City of Lakewood. I-976 affects the \$20 VLF (car tabs) option but does not eliminate other funding options, such as a voter-approved sales tax.

The State Department of Licensing (DOL) is responsible for collecting vehicle licensing fees and taxes. Once collected, DOL sends the revenue to the Washington State Treasurer. The Treasurer distributed funds to the City. In 2020, The City deposited the revenues in a liability account. DOL will take all necessary and appropriate action to refund any collected fees or taxes and will communicate accordingly with customers. DOL is awaiting further instructions from the court as the case moves forward.

The 2020 Carry Forward Budget Adjustment approved by the City Council on May 18, 2020 eliminated the 2020 revenues and associated 2020 transfers out to Transportation CIP projects. Real estate excise tax and Transportation CIP backfilled the TBD funds in 2020.

The City will update the list of eligible and completed TBD funded projects as part of the upcoming 2021/2022 Biennial Budget process as it relates to Transportation CIP funding. Additionally, as for the potential of new TBD funding sources coming on line in future years, this will also be addressed as part of the 2021/2022 Biennial Budget process presuming there is a TBD funding source.

As of March 30, 2020, the City is holding \$203,131 in the TBD liability account.

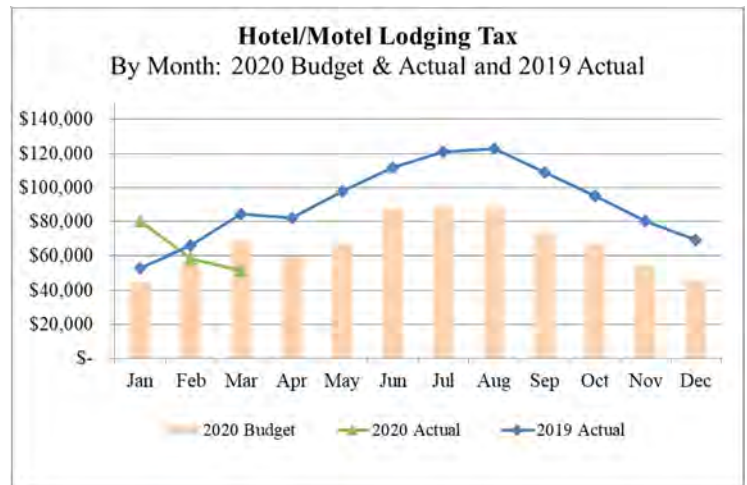
Fund 104 Hotel/Motel Lodging Tax

There is an excise tax of 7% on the sale of or charge made for the furnishing of lodging by a hotel, rooming house, tourist court, motel, trailer camp and the granting of similar license to use real property. The hotel/motel taxes generated from the rental of rooms are restricted to be used for the promotion of tourism in the City.

The City's Lodging Tax Advisory Committee makes recommendations to the City Council in regards to how the taxes are to be used.

The 2018 overall increase is due primarily to new hotel, increased activity and additional revenue resulting from an excise tax audit performed by the state.

Hotel/Motel Lodging Tax Year-to-date through March								
Month	2018 Actual	2019 Actual	2020		Over / (Under)			
			Budget	Actual	2020 Actual vs 2019 Actual		2020 Actual vs 2020 Budget	
					\$	%	\$	%
Jan	\$ 63,696	\$ 52,821	\$ 44,704	\$ 80,098	\$ 27,277	51.6%	\$ 35,394	79.2%
Feb	77,614	65,824	54,593	58,654	(7,170)	-10.9%	4,061	7.4%
Mar	128,253	84,328	68,668	51,444	(32,884)	-39.0%	(17,224)	-25.1%
Apr	79,985	82,032	59,852		-	-	-	-
May	90,414	97,918	66,616		-	-	-	-
Jun	108,413	111,782	87,817		-	-	-	-
Jul	112,884	121,053	88,100		-	-	-	-
Aug	108,068	122,802	88,323		-	-	-	-
Sep	91,256	109,087	73,963		-	-	-	-
Oct	73,503	94,968	67,159		-	-	-	-
Nov	68,816	80,038	54,219		-	-	-	-
Dec	52,434	69,300	45,986		-	-	-	-
Total YTD	\$ 269,563	\$ 202,973	\$ 167,964	\$ 190,196	\$ (12,777)	-6.3%	\$ 22,232	13.2%
Annual Total	\$ 1,055,335	\$ 1,091,953	\$ 800,000	n/a	n/a	n/a	n/a	n/a
5-Year Average Change (2015 - 2019):			11.6%					



The following table provides details of the hotel/motel lodging tax allocations for year-to-date March 30, 2020.

Hotel/Motel Lodging Tax Summary	2020	
	Annual Budget	YTD Actual
4% Revenue:		
Special Hotel/Motel Tax (2%)	\$ 228,571	\$ 54,342
Transient Rental Income (2%)	\$ 228,571	\$ 54,342
Subtotal	457,142	108,684
3% Revenue:		
Special Hotel/Motel Tax (3%)	342,857	81,513
Subtotal	342,857	81,513
Interest	-	4,588
Total Revenue	800,000	194,784
4% Expenditure:		
Asia Pacific Cultural Center	10,000	-
City of Lakewood Communications - Imaging Promotion	30,000	3,327
City of Lakewood - Concert Series	20,000	-
City of Lakewood - PRCS - Farmers Market	20,000	659
City of Lakewood - PRCS - SummerFEST	80,000	-
Historic Fort Steilacoom Association	12,000	-
Lakewold Gardens	50,000	-
Lakewood Arts Festival Association	19,500	-
Lakewood Chamber of Commerce	90,000	-
Lakewood Chamber of Commerce - Nights of Lights	20,000	13,190
Lakewood Historical Society & Museum	42,000	-
Lakewood Playhouse	23,000	3,516
Lakewood Sister Cities Association	23,900	-
Tacoma Regional Convention + Visitor Bureau & Tacoma Sound Sports Commission	120,000	18,381
Subtotal	560,400	39,073
3% Expenditure:		
City of Lakewood - PRCS - Gateways	150,000	-
City of Lakewood - PRCS - FSP/N. Angle Lane Parking /Trail Improvements	129,149	-
City of Lakewood - PRCS - Harry Todd Park Phase II (Waterfront)	181,885	-
CPTC McGavick Center Payment	101,850	-
Subtotal	562,884	-
Total Expenditures	\$ 1,123,284	\$ 39,073
Beginning Balance	\$ 1,560,637	\$ 1,165,206
Ending Balance	\$ 1,237,353	\$ 1,320,917

Fund 302 – Transportation CIP

The *Transportation Capital Projects Fund* accounts for receipts and disbursements related to acquisition, design, construction and any other related street capital project expenditures. Revenues supporting this fund's activities include motor vehicle fuel tax; direct and indirect federal grants; state grants; GO bond proceeds; transfers in from the Real Estate Excise Tax Fund; contribution from General Fund, Community Development Block Grant, and the councilmanic \$20 vehicle licensing fees from the Transportation Benefit District Fund.

Fund 302 Transportation CIP		2020 Budget	2020 Actual
Revenues:			
Motor Vehicle Excise Tax	\$	350,000	\$ 66,735
Increased Motor Vehicle Excise Tax		72,300	17,795
Multi-Modal Distribution		82,400	20,337
Grants		4,500,967	9,728
Proceeds from Sale of Asset/Street Vacation		-	8,100
Pavement Degradation		-	11,287
Interest/Other		-	37,131
GO Bond Proceeds		3,922,757	922,757
Transfer In - Fund 001 General		512,000	512,000
Transfer In - Fund 102 REET		552,228	-
Transfer In - Fund 103 TBD		52,457	-
Transfer In - Fund 190 CDBG		167,273	3,016
Transfer In - Fund 401 SWM		2,842,126	91,206
Total Revenues		\$ 13,054,508	\$ 1,700,092
Expenditures:			
302.0001 Personnel, Engineering & Professional Svcs		599,000	126,963
302.0002 New LED Streetlights		334,257	757
302.0003 Neighborhood Traffic Safety		25,000	1,752
302.0004 Minor Capital		369,942	35,523
302.0005 Chip Seal Program		444,581	13,742
302.0015 112th/111th Bridgeport Way to Kendrick		1,341,312	3,264
302.0024 Steilacoom Blvd - Farwest to Phillips		610,514	11,949
302.0039 Gravelly Lake Dr - Non Motorized Trail		241,840	-
302.0053 123rd St - Bridgeport Way to 47th Ave Street Improvements		-	3,099
302.0060 Signal Projects		955,735	10,488
302.0063 Colonial Center Revitalization		-	41
302.0064 146th St, Spring St and 150th St Street Improvement (LID)		919,641	901,911
302.0066 Overlay: Custer - Steilacoom to John Dower		-	83
302.0077 Gravelly Lake Dr. - WA Blvd to Nyanza Rd SW - Non-Motorize		330,000	100,875
302.0080 Overlay: 108th Street – Bridgeport Way to Pacific Highway		110,000	7,044
302.0119 Sidewalks: Lakewood Drive - Steilacoom Blvd. to Flett Creek		1,038,328	4,046
302.0134 Veterans Dr - GL Dr to Amer Lake Park		7,033,554	97,218
302.0135 Building, Street & Park Improvements		1,149,338	196,485
302.0137 Streets: Steilacoom Blvd/88th (Weller to Custer Rd.)		2,692,162	18,322
302.0138 Sidewalks: Onyx Dr SW - 89th to 97th		5,194,662	185,004
Total Expenditures		\$ 23,389,866	\$ 1,718,567
Beginning Fund Balance		\$ 11,354,137	\$ 11,354,137
Ending Fund Balance		\$ 1,018,779	\$ 11,335,662

Sewer CIP Funds

The Sewer Capital Project CI Fund accounts for the construction and expansion of a sewer system and related costs to maintain and operate the fund. The City Council also adopted Resolution 2018-19, which supports continuing the sewer surcharge and expanding the geographical area to include the entire city and identifies that the surcharge will be used for design, construction and other costs associated with sewer projects beyond paying for debt service. This will allow the City to use surcharge revenue to pay for sewer projects both inside and outside of Tillicum and Woodbrook.

Fund 311 Sewer Capital Project		2020 Budget	2020 Actual
Revenues:			
Interest/Other		\$ -	\$ 3,486
Grant		75,000	-
Sewer Availability charges		140,000	79,643
Transfer In - Fund 001 General		27,000	-
Transfer In - Fund 204 Sewer Project Debt (4.75% Surcharge)		55,000	55,000
Transfer In - Fund 401 SWM		8,000	-
Total Revenues		\$ 305,000	\$ 138,129
Expenditures:			
311.0000 Unallocated		35,000	5,366
311.0002 Side Sewer CIPS		200,419	-
311.0004 North Thorne Lane Sewer Extension		15,910	1,161
311.0005 Maple St Sewer Extension		606,905	-
311.0013 Fort Steilacoom Park Sewer Extension		227,000	2,662
Total Expenditures		\$ 1,085,234	\$ 9,189
Beginning Fund Balance		\$ 1,245,820	\$ 1,245,820
Ending Fund Balance		\$ 465,586	\$ 1,374,759

Fund 401 – Surface Water Management Operations & CIP

The Surface Water Management Fund accounts for activities that provide storm water collection and disposal services to the City. Activities include administration, engineering, construction, operation, maintenance, and repairs, which are primarily supported by user fees. The fees are billed along with Pierce County's semi-annual property taxes, and remitted by the County to the City.

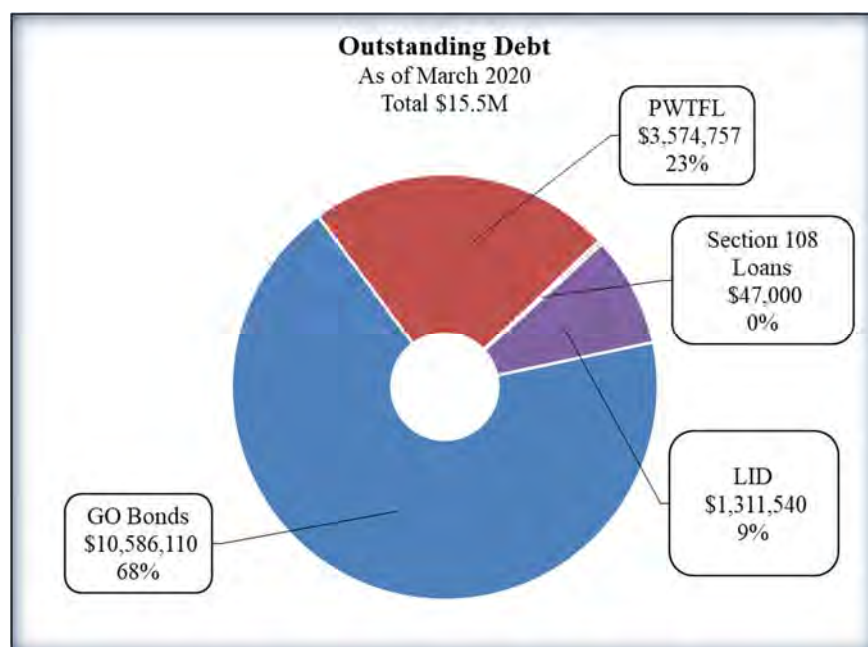
Fund 401 Surface Water Management	2020 Budget	2020 Actual
Revenues:		
Storm Drainage Fees & Charges	\$ 4,004,100	\$ 383,479
Site Development Permits	30,000	9,625
Special Assessment	23,766	83
Flood Control Services	280,000	-
Interest Earnings / Other	20,800	13,397
Transfer In - Fund 302 Public Works	241,840	-
Grants/Contributions	74,708	1,276
Total Revenues	\$ 4,675,214	\$ 407,861
Expenditures:		
401.0000 Operations	6,070,782	527,334
401.0008 Outfall Retrofit	547,787	21,588
401.0012 Outfall Retrofit Feasibility Project	60,000	-
401.0014 Water Quality Improvements	20,000	-
401.0015 Oakbrook Outfall Retrofits	249,196	22,115
401.0017 American Lake Integrated Aquatic Vegetation	510	-
401.0018 Waughop Lake Treatment	410,463	1,702
401.0021 American Lake Treatment Project	29,320	1,605
401.9999 Rental - Stump Grinder (20%)	350	-
401.9999 IT Maintenance & Operations	17,588	1,158
401.9999 Contributed Capital	17,273	189
401.9999 Misc 1-Time	3,108	258
Total Expenditures	\$ 7,426,377	\$ 575,948
Beginning Fund Balance	\$ 4,306,289	\$ 4,306,289
Ending Fund Balance	\$ 1,555,126	\$ 4,138,202

Debt Service

Under RCW 39.36.020(2), the public may vote to approve bond issues for general government in an amount not to exceed 2.5% of the value of all taxable property within the City. Within the 2.5% limit, the City Council may approve bond issues not to exceed 1.5% of the City's assessed valuation. Prior to the passage of new legislation in 1994, the statutory limit on councilmanic (non-voted) debt for general government purposes was 0.75% of assessed valuation. Another 0.75% of councilmanic debt was available only for lease-purchase contracts (RCW 35.43.200). These two components are combined and can be used for any municipal purpose, including using the entire 1.5% for bonds. Therefore, the City's remaining debt capacity without voter approval is \$101.3M and an additional \$74.6M may be accessed with voter approval. The voter-approved capacity is generally referred to as unlimited tax general obligation debt, which requires 60% voter approval and the election must have a voter turnout of at least 40% of those who voted in the last State general election. With this vote, the voter approves additional property tax be levied above and beyond the constitutional and statutory caps on property tax.

In addition to this general purpose debt capacity, RCW 39.36.030(4) also allows voter approval of park facilities and utility bond issues, each limited to 2.5% of the City's assessed valuation. Therefore, legally the City can issue up to a total of 7.5% of the City's assessed valuation in bonds for \$548.7M. The tables below show the City's available debt capacity and outstanding debt as of March 30, 2020.

Computation of Limitation of Indebtedness As of March 31, 2020					
Description	General Purpose		Excess Levy Open Space & Park (voted)	Excess Levy Utility Purposes (voted)	Total Debt Capacity
	Councilmanic (Limited GO)	Excess Levy (with a vote)			
AV= \$7,456,764,386 (A) 1.50% 2.50%	\$ 111,851,466	\$ (111,851,466) \$ 186,419,110	\$ 186,419,110	\$ 186,419,110	\$ - \$ 559,257,329
Add: Cash on Hand for Redemption (B)	\$ -				\$ -
Less: Bonds Outstanding	\$ (10,586,110)	\$ -	\$ -	\$ -	\$ (10,586,110)
Remaining Debt Capacity	\$101,265,356	\$74,567,644	\$186,419,110	\$186,419,110	\$548,671,219
General Capacity (C)	\$175,833,000				
(A) Final Assessed Valuation for 2020 Property Tax Collection					
(B) Debt Service Prefunding (the City currently does not prefund debt service)					
(C) Combined Total for Councilmanic and Excess Levy Capacities					



Summary of Outstanding Debt As of March 31, 2020								
Description	Purpose	Issue Date	Final Maturity	Interest Rate %	Amount Issued	Outstanding Debt	Average Annual Payment	Funding Source
2019 Limited Tax General Obligation Bonds (LTGO)	Transportation Projects	5/8/2019	12/1/2038	3.0 - 5%	\$ 7,460,000	\$ 7,460,000	\$ 270,000	General Fund
2016 Limited Tax General Obligation Bonds (LTGO)	Refunding 2009 LTGO	4/19/2016	12/1/2028	1.40 - 2.41%	\$ 1,884,032	\$ 1,710,798	\$ 210,000	General Fund
LOCAL Financing	LED Streetlight Retrofit	3/24/2015	12/1/2027	2.33%	\$ 1,460,000	\$ 1,070,000	\$ 156,000	General Fund
59th Avenue Promissory Note	Right-of-Way / Roadway in Lakewood Towne Center	4/30/2005	4/30/2024	3.74%	\$ 1,071,000	\$ 345,312	\$ 77,000	General Fund
Subtotal					\$ 11,875,032	\$ 10,586,110	\$ 713,000	
PWTFL 04-691-PRE-132	American Lake Gardens/ Tillicum Sewer	7/7/2005	7/7/2024	1.00%	\$ 593,864	\$ 148,576	\$ 31,000	Assessments on all Lakewood Sewer Accounts
PWTFL 06-962-022	American Lake Gardens/ Tillicum Sewer	9/18/2006	9/18/2026	0.50%	\$ 5,000,000	\$ 2,061,374	\$ 302,000	Assessments on all Lakewood Sewer Accounts
PWTFL 08-951-025	American Lake Gardens/ Tillicum Sewer	3/1/2008	7/1/2028	0.50%	\$ 1,840,000	\$ 936,235	\$ 107,000	Assessments on all Lakewood Sewer Accounts
PWTFL 12-951-025	American Lake Gardens/ Tillicum Sewer	6/1/2012	6/1/2031	0.50%	\$ 500,000	\$ 428,571	\$ 37,000	Assessments on all Lakewood Sewer Accounts
Subtotal					\$ 7,933,864	\$ 3,574,757	\$ 477,000	
Section 108 Loan	108th Street	8/31/2017	8/1/2020	Varies	\$ 141,000	\$ 47,000	\$ 47,000	HUD
Subtotal					\$ 141,000	\$ 47,000	\$ 47,000	
Combined Local Improve District (CLID) 1101/1103	Street Improvements	12/1/2006	12/1/2026	3.75 - 4.65%	\$ 2,824,704	\$ 210,000	\$ 167,000	Assessment on Eight Property Owners
Local Improvement District (LID) 1108	Street Improvements	1/1/2008	12/1/2027	4.22 - 5.3%	\$ 880,000	\$ 178,783	\$ 56,000	Assessment on Single Business
Local Improvement District (LID) 1109	Street Improvements	3/2/2020	3/1/2033	2.76 - 3.47%	\$ 922,757	\$ 922,757	\$ 71,000	Assessment on Single Business
Subtotal					\$ 4,627,461	\$ 1,311,540	\$ 294,000	
Total					\$ 24,577,357	\$ 15,519,407	\$ 1,531,000	

Compensated absences are an unfunded liability comprised of all outstanding vacation pay and accrued compensatory time that is recorded as an expenditure when paid. This occurs when an employee is paid out for unused vacation or compensatory time when an employee leaves the City. The calculation is made on an annual basis. As of December 31, 2019, this unfunded liability totals \$2.96M.

Legacy Cost		
Group	December 31, 2019	
	FTE	Total Liability
Non-Rep	33.00	\$ 428,358
AFSCME	86.25	\$ 602,564
LPMG	4.00	\$ 182,650
LPIG	93.00	\$ 1,727,578
Teamsters	4.00	\$ 23,565
Total	220.25	\$ 2,964,715

Cash & Investments

The City currently maintains cash in its bank account to earn earnings credit, which offsets banking service fees. The remainder is invested with the Local Government Investment Pool (LGIP). As of March 31, 2020, the total invested with the LGIP is \$27.7M with a net earnings of 1.23% compared to the average yield on the 6-month Treasury Bill of 0.30%.

By Fund Summary

The following table provides a summary of each fund's activity as of March 30, 2020.

Fund	Beginning Fund Balance 1/1/2020	YTD Activity		Revenue Over/(Under) Expenditures	Ending Fund Balance 3/31/2020	Cash Balance ⁽³⁾ 3/31/2020
		Revenues ⁽¹⁾	Expenditures ⁽²⁾			
Total All Funds	\$ 39,654,878	\$ 19,392,671	\$ 16,957,272	\$ 2,435,399	\$ 42,090,281	\$ 35,270,201
001 General Fund	\$ 9,874,049	\$ 10,839,581	\$ 10,549,315	\$ 290,265	\$ 10,164,314	\$ 5,507,388
1XX Special Revenue Funds	\$ 5,316,130	\$ 2,107,769	\$ 1,610,781	\$ 496,988	\$ 5,813,119	\$ 3,696,436
101 Street Operations & Maintenance	4,789	576,549	581,339	(4,789)	(0)	(49,948)
102 Real Estate Excise Tax	800,270	525,790	519,589	6,201	806,471	452,246
103 Transportation Benefit District	52,457	354	-	354	52,811	255,942
104 Hotel/Motel Lodging Tax	1,560,634	194,784	39,073	155,711	1,716,345	1,606,248
105 Property Abatement/RHSP	605,817	132,464	68,414	64,050	669,867	681,133
106 Public Art	142,779	4,939	5,000	(61)	142,718	142,718
180 Narcotics Seizure	282,319	11,050	42,594	(31,544)	250,775	244,829
181 Felony Seizure	8,143	5,393	290	5,103	13,246	13,844
182 Federal Seizure	259,829	64,046	-	64,046	323,875	323,874
190 CDBG	1,403,225	90,850	91,580	(730)	1,402,495	(75,813)
191 Neighborhood Stabilization Program	142,433	57,505	637	56,868	199,301	199,746
192 South Sound Military Partnership	53,431	352,718	170,768	181,951	235,382	56,583
195 Public Safety Grants	-	91,326	91,498	(172)	(172)	(154,967)
2XX Debt Service Fund	\$ 486,715	\$ 196,682	\$ 55,245	\$ 141,437	\$ 628,152	\$ 628,152
201 General Obligation Bond Debt Service	-	-	-	-	-	-
202 Local Improvement District Debt Service	35,097	828	245	583	35,680	35,680
204 Sewer Project Debt Service	319,325	195,446	55,000	140,446	459,771	459,771
251 Local Improvement District Guaranty	132,294	408	-	408	132,702	132,701
3XX Capital Project Funds	\$ 15,316,512	\$ 2,583,654	\$ 1,834,470	\$ 749,184	\$ 16,065,696	\$ 16,888,457
301 Parks CIP	2,716,556	745,433	106,714	638,719	3,355,275	3,252,540
302 Transportation CIP	11,354,136	1,700,092	1,718,567	(18,474)	11,335,662	12,257,290
311 Sewer Project CIP	1,245,820	138,129	9,189	128,940	1,374,760	1,378,628
312 Sanitary Sewer Connection	-	-	-	-	-	-
4XX Enterprise Funds	\$ 4,306,289	\$ 407,861	\$ 575,948	\$ (168,087)	\$ 4,138,203	\$ 3,910,972
401 Surface Water Management	4,306,289	407,861	575,948	(168,087)	4,138,202	3,910,972
5XX Internal Service Funds	\$ 4,355,182	\$ 3,257,125	\$ 2,331,514	\$ 925,612	\$ 5,280,797	\$ 4,485,836
501 Vehicle & Equipment Replacement	3,780,450	1,027,955	185,917	842,038	4,622,491	3,742,284
502 City Hall Facility Services	436,056	189,528	164,528	25,000	461,056	484,190
503 Information Technology	138,678	521,790	521,790	-	138,678	192,727
504 Risk Management	-	1,517,852	1,459,278	58,573.59	58,574	66,635
6XX Fiduciary Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 152,960
631 Custodial Funds	-	-	-	-	-	152,960

(1) Revenues includes all sources, ongoing and one-time.

(2) Expenditures includes all uses, ongoing and one-time.

(3) Negative cash balance due to timing of grant reimbursements and/or revenue collection.

	2018 Annual Actual	2019 Annual Actual	2020 Original Budget	2020 Revised Budget	2020 YTD Actual
(001) GENERAL FUND					
<i>REVENUES:</i>					
Taxes	\$28,837,365	\$30,197,457	\$27,970,400	\$28,604,900	\$7,783,437
Property Tax	6,910,944	7,159,443	7,202,400	7,400,000	2,668,637
Local Sales & Use Tax	10,978,014	11,955,004	9,951,100	10,630,000	2,537,782
Sales/Parks	631,395	663,655	620,900	650,900	155,546
Brokered Natural Gas Use Tax	41,558	50,477	30,000	40,000	6,790
Criminal Justice Sales Tax	1,133,354	1,179,058	1,111,200	1,166,200	249,787
Admissions Tax	545,816	504,879	496,000	496,000	80,809
Utility Tax	5,408,728	5,575,351	5,745,800	5,415,800	1,506,380
Leasehold Tax	5,901	9,779	12,000	5,000	-
Gambling Tax	3,181,655	3,099,813	2,801,000	2,801,000	577,707
Franchise Fees	4,035,453	4,145,138	4,232,100	4,335,700	1,033,555
Cable, Water, Sewer, Solid Waste	2,945,276	3,021,837	3,049,000	3,172,600	727,464
Tacoma Power	1,090,176	1,123,301	1,183,100	1,163,100	301,091
Small Cell	-	-	-	-	5,000
Development Service Fees	2,204,665	1,749,026	1,744,000	1,744,000	407,330
Building Permits	897,791	690,016	728,300	728,300	131,615
Other Building Permit Fees	492,983	315,885	316,400	316,400	92,709
Plan Review/Plan Check Fees	625,754	603,498	575,200	575,200	134,753
Other Zoning/Development Fees	188,137	139,627	124,100	124,100	48,254
Licenses & Permits	417,487	415,674	384,000	421,525	107,187
Business License	275,552	292,489	314,000	276,525	75,905
Alarm Permits & Fees	104,411	84,348	30,000	105,000	11,098
Animal Licenses	37,525	38,838	40,000	40,000	20,184
State Shared Revenues	1,195,471	1,144,373	1,255,900	1,178,900	294,122
Sales Tax Mitigation	10,006	-	-	-	-
Criminal Justice	158,293	167,506	154,000	154,000	42,364
Criminal Justice High Crime	231,905	162,777	318,800	241,800	39,980
Liquor Excise Tax	304,078	330,276	291,700	291,700	92,021
Liquor Board Profits	491,189	483,806	491,400	491,400	119,753
Marijuana Enforcement/Excise Tax	1	8			4
Intergovernmental	512,739	528,086	576,450	424,134	166,954
Police FBI & Other Misc	12,640	14,080	12,000	12,000	-
Police-Animal Svcs-Steilacoom	13,740	18,012	14,380	16,368	422
Police-Animal Svcs-Dupont	29,533	33,252	29,770	33,877	8,479
Police-South Sound 911 Background Investigations	19,593	32,640	3,000	3,000	4,505
Muni Court-University Place Contract	285,396	153,321	294,000	251,187	84,619
Muni Court-Town of Steilacoom Contract	111,537	155,276	114,900	72,137	33,364
Muni Court-City of Dupont	40,301	121,505	108,400	35,565	35,565

	2018 Annual Actual	2019 Annual Actual	2020 Original Budget	2020 Revised Budget	2020 YTD Actual
(001) GENERAL FUND-continued					
Charges for Services & Fees	1,300,239	1,648,838	1,442,700	1,467,700	362,307
Parks & Recreation Fees	250,101	279,541	288,700	313,700	51,290
Police - Various Contracts	15,507	23,643	7,000	7,000	4,650
Police - Towing Impound Fees	10,300	6,300	12,000	12,000	-
Police - Extra Duty	655,726	978,470	775,000	775,000	217,474
Police - Western State Hospital Community Policing	366,750	355,500	355,500	355,500	88,875
Other	1,855	5,384	4,500	4,500	18
Fines & Forfeitures	1,626,872	1,762,837	1,560,900	1,483,400	459,715
Municipal Court	798,411	812,773	860,900	783,400	213,000
Photo Infraction	828,460	950,064	700,000	700,000	246,715
Miscellaneous/Interest/Other	325,024	417,942	133,700	142,964	65,051
Interest Earnings	130,742	160,388	68,000	68,000	26,465
Penalties & Interest - Taxes	77,122	167,569	15,200	15,200	16,837
Miscellaneous/Other	117,160	89,985	50,500	59,764	21,750
Interfund Transfers	284,700	284,700	284,700	284,700	71,175
Transfers In - Fund 401 SWM	284,700	284,700	284,700	284,700	71,175
Subtotal Operating Revenues	\$40,740,015	\$42,294,072	\$39,584,850	\$40,087,923	\$10,750,834
<i>EXPENDITURES:</i>					
City Council	122,436	135,995	136,853	155,073	35,200
Legislative	122,436	133,874	133,403	151,623	35,200
Sister City	-	2,121	3,450	3,450	-
City Manager	706,432	722,760	716,460	735,971	184,752
Executive	559,533	567,347	563,586	583,097	148,660
Communications	146,899	155,413	152,874	152,874	36,092
Municipal Court	2,050,968	1,958,515	2,158,419	2,165,074	535,916
Judicial Services (Includes Veterans Court Grant Match)	1,092,375	1,065,824	1,099,223	1,105,878	346,015
Professional Services	652,000	591,672	658,400	658,400	137,607
Probation & Detention	306,592	301,019	400,796	400,796	52,295
Administrative Services	1,731,553	1,775,396	1,863,255	1,877,297	489,092
Finance	1,166,248	1,193,231	1,254,474	1,259,386	328,246
Human Resources	565,305	582,165	608,781	617,911	160,845
Legal	1,699,409	1,706,817	1,681,540	1,688,196	408,748
Civil Legal Services	1,087,523	1,124,353	950,693	956,017	299,722
Criminal Prosecution Services	240,632	232,724	351,722	351,722	37,818
City Clerk	287,036	204,178	289,125	290,457	71,208
Election	84,219	145,562	90,000	90,000	-

	2018 Annual Actual	2019 Annual Actual	2020 Original Budget	2020 Revised Budget	2020 YTD Actual
(001) GENERAL FUND-continued					
Community & Economic Development	2,073,063	2,266,964	2,223,800	2,353,919	544,910
Current Planning	659,093	718,158	721,574	740,369	204,808
Long Range Planning	192,837	218,809	217,368	226,765	69,209
Building	1,035,962	1,146,618	1,093,347	1,192,142	222,976
Economic Development	185,169	183,379	191,511	194,643	47,917
Parks, Recreation & Community Services	2,718,160	2,903,440	2,821,605	2,986,335	568,093
Human Services	418,594	403,779	436,099	436,099	15,279
Administration	301,174	329,201	316,462	356,292	125,254
Recreation	405,448	467,173	422,141	472,141	76,999
Senior Services	236,627	246,535	241,021	241,021	53,218
Parks Facilities	500,484	544,466	504,716	522,457	108,540
Fort Steilacoom Park	672,444	733,560	675,795	710,600	141,169
Street Landscape Maintenance	183,388	178,727	225,371	247,724	47,634
Police	24,469,816	24,953,309	25,369,543	25,950,745	6,409,974
Command	4,596,657	4,084,467	3,882,300	4,073,975	1,430,064
Jail Service	633,754	811,899	700,000	950,000	108,202
Dispatch Services/SS911	2,118,919	2,069,771	2,068,490	2,048,930	512,138
Investigations	3,385,410	3,935,607	4,717,513	4,744,668	949,666
Patrol	7,764,555	7,730,510	7,999,003	8,026,158	1,863,028
Special Units	913,301	373,704	110,850	110,857	77,492
SWAT/SRT	124,032	148,476	118,176	118,176	2,354
Neighborhood Policing Unit (Formerly Crime Prevention)	1,114,361	1,195,099	1,371,776	1,398,931	321,917
Contracted Services (Extra Duty, offset by Revenue)	951,870	1,033,057	775,000	775,000	303,455
Community Safety Resource Team (CSRT)	421,180	403,968	389,286	393,609	99,578
Training	286,671	843,556	799,837	826,992	210,844
Traffic Policing	869,386	928,309	1,313,271	1,317,593	219,294
Property Room	249,181	276,447	281,262	281,262	69,101
Reimbursements	301,055	356,392	109,905	114,227	67,057
Emergency Management	72,620	51,141	38,040	38,040	1,832
Animal Control	280,958	324,810	304,834	342,327	86,972
Road & Street/Camera Enforcement	385,906	386,095	390,000	390,000	86,980
Non-Departmental	127,456	121,530	133,960	133,960	54,748
Citywide	127,456	121,530	133,960	133,960	54,748
Interfund Transfers	1,791,977	1,983,711	1,877,774	1,877,210	371,979
Transfer to Fund 101 Street O&M	1,358,130	1,512,108	1,402,118	1,400,723	371,979
Transfer to Fund 105/190 Abatement Program	35,000	35,000	35,000	35,000	-
Transfer to Fund 201 GO Bond Debt Service	398,847	436,603	440,656	441,487	-
Subtotal Operating Expenditures	\$37,491,270	\$38,528,437	\$38,983,209	\$39,923,781	\$9,603,411
OPERATING INCOME (LOSS)	\$3,248,745	\$3,765,635	\$601,641	\$164,142	\$1,147,423

	2018 Annual Actual	2019 Annual Actual	2020 Original Budget	2020 Revised Budget	2020 YTD Actual
(001) GENERAL FUND-continued					
<i>OTHER FINANCING SOURCES:</i>					
Grants, Donations/Contrib, 1-Time	423,455	544,035	140,750	720,463	88,746
Contributions/Donations/Other	171,941	97,102	140,750	140,750	5,614
Grants	251,514	446,933	-	579,713	83,132
Transfers In	16,000	-	-	-	-
Transfer In - Fund 501 Fleet & Equipment	16,000	-	-	-	-
Subtotal Other Financing Sources	\$439,455	\$544,035	\$140,750	\$720,463	\$88,746
<i>OTHER FINANCING USES:</i>					
Capital & Other 1-Time	1,756,983	1,620,058	174,826	1,601,782	226,775
Municipal Court	78,647	94,366	9,240	131,752	15,476
City Council	4,218	-	-	-	-
City Manager	9,817	25,796	2,217	17,830	357
Administrative Services	21,310	32,136	11,371	42,702	2,293
Legal/Clerk	165,623	57,002	9,240	71,138	10,699
Community & Economic Development	249,841	600,928	46,289	527,735	44,536
Parks, Recreation & Community Services	38,310	102,495	10,718	301,848	62,061
Police	1,189,217	707,335	85,751	508,777	91,352
Interfund Transfers	2,235,910	1,663,097	956,417	1,045,795	719,129
Transfer Out - Fund 101 Street	-	-	76,417	243,119	-
Transfer Out - Fund 105 Property Abatement/RHSP	215,000	50,000	50,000	50,000	-
Transfer Out - Fund 106 Public Art		100,000		-	
Transfer Out - Fund 192 SSMCP	50,000	50,000	50,000	50,000	50,000
Transfer Out - Fund 301 Parks CIP	925,275	479,300	80,000	282,129	157,129
Transfer Out - Fund 302 Transportation CIP	1,045,635	983,797	700,000	393,547	512,000
Subtotal Other Financing Uses	\$3,992,893	\$3,283,155	\$1,131,243	\$2,647,577	\$945,904
Total Revenues and Other Sources	\$41,179,470	\$42,838,107	\$39,725,600	\$40,808,386	\$10,839,580
Total Expenditures and other Uses	\$41,484,163	\$41,811,592	\$40,114,458	\$42,571,357	\$10,549,315
Beginning Fund Balance:	\$9,152,227	\$8,847,534	\$5,256,028	\$9,874,049	\$9,874,052
Ending Fund Balance:	\$8,847,534	\$9,874,049	\$4,867,170	\$8,111,078	\$10,164,317
Ending Fund Balance as a % of Gen/Street Operating Rev	21.2%	22.8%	12.0%	19.8%	92.8%
Reserve - Total Target 12% of Gen/Street Operating Rev	\$5,011,691	\$5,194,795	\$4,867,170	\$4,927,539	\$4,927,539
2% Contingency Reserves	\$835,282	\$865,799	\$811,195	\$821,256	\$821,256
5% General Fund Reserves	\$2,088,205	\$2,164,498	\$2,027,988	\$2,053,141	\$2,053,141
5% Strategic Reserves	\$2,088,205	\$2,164,498	\$2,027,988	\$2,053,141	\$2,053,141
Unreserved / (12% Adopted Reserves Shortfall):	\$3,835,843	\$4,679,253	\$0	\$3,183,539	\$5,236,778

	2018 Annual Actual	2019 Annual Actual	2020 Original Budget	2020 Revised Budget	2020 YTD Actual
FUND 101 STREET OPERATIONS & MAINTENANCE					
<i>REVENUES:</i>					
Permits	164,062	154,287	111,500	111,500	38,784
Engineering Review Fees	-	-	1,000	1,000	-
Motor Vehicle Fuel Tax	860,015	841,601	862,400	862,400	165,786
Subtotal Operating Revenues	\$ 1,024,077	\$ 995,888	\$ 974,900	\$ 974,900	\$ 204,570
<i>EXPENDITURES:</i>					
Street Lighting	327,973	367,112	397,484	416,476	52,674
Traffic Control Devices	410,756	386,439	413,844	421,344	35,050
Snow & Ice Response	33,840	5,446	30,500	45,500	10,184
Road & Street Preservation	1,562,423	1,633,811	1,535,189	1,559,982	452,985
Subtotal Operating Expenditures	\$2,334,992	\$2,392,808	\$2,377,017	\$2,443,302	\$550,893
OPERATING INCOME (LOSS)	(\$1,310,915)	(\$1,396,920)	(\$1,402,117)	(\$1,468,402)	(\$346,323)
<i>OTHER FINANCING SOURCES:</i>					
Donations/Contributions	200	-	-	-	-
Judgments, Settlements/Miscellaneous	536	589	-	-	-
Permits Deposits for Professional Services	-	-	2,500	2,500	-
Transfer In From General Fund	1,358,130	1,512,108	1,478,535	1,643,842	371,979
Subtotal Other Financing Sources	\$1,358,866	\$1,512,697	\$1,481,035	\$1,646,342	\$371,979
<i>OTHER FINANCING USES:</i>					
Grants/Other	5,551	-	-	-	-
Building, Vehicles, Equipment	53,704	110,987	63,917	167,727	30,446
Construction - Traffic Control	-	-	15,000	15,000	-
Subtotal Other Financing Uses	\$59,256	\$110,987	\$78,917	\$182,727	\$30,446
Total Revenues and Other Sources	\$2,382,943	\$2,508,585	\$2,455,935	\$2,621,242	\$576,549
Total Expenditures and other Uses	\$2,394,248	\$2,503,796	\$2,455,934	\$2,626,028	\$581,339
Beginning Fund Balance:	\$11,305	\$0	\$0	\$4,789	\$4,789
Ending Fund Balance:	\$0	\$4,789	\$0	(\$0)	(\$0)

	2018 Annual Actual	2019 Annual Actual	2020 Original Budget	2020 Revised Budget	2020 YTD Actual
FUND 102 REAL ESTATE EXCISE TAX					
<i>REVENUES:</i>					
Real Estate Excise Tax	2,695,355	2,994,634	1,700,000	1,700,000	524,557
Interest Earnings	14,061	7,380	-	-	1,233
Transfer In - Fund 301 Parks CIP		-	-	100,000	-
Total Revenue	\$2,709,416	\$3,002,014	\$1,700,000	\$1,800,000	\$525,790
<i>EXPENDITURES:</i>					
Transfer Out - Fund 201 GO Bond Debt Service	-	164,000	810,000	1,110,000	-
Transfer Out - Fund 301 Parks CIP	358,525	1,443,130	-	519,589	519,589
Transfer Out - Fund 302 Transportation CIP	2,592,298	1,304,031	890,000	670,681	-
Total Expenditures	\$2,950,823	\$2,911,161	\$1,700,000	\$2,300,270	\$519,589
Beginning Fund Balance:	\$950,823	\$709,416	\$0	\$800,269	\$800,269
Ending Fund Balance:	\$709,416	\$800,269	\$0	\$299,999	\$806,470

	2018 Annual Actual	2019 Annual Actual	2020 Original Budget	2020 Revised Budget	2020 YTD Actual
FUND 103 LAKEWOOD TRANSPORTATION BENEFIT DISTRICT					
<i>REVENUES:</i>					
\$20 Vehicle License Fee (Net of State Admin Fee)	835,710	830,684	814,000	-	-
Interest Earnings	3,906	3,447	-	-	354
Total Revenue	\$839,617	\$834,131	\$814,000	\$0	\$354
<i>EXPENDITURES:</i>					
Audit	-	-	-	-	-
Transfer to Fund 302 Transportation Capital	841,797	923,000	814,000	52,457	-
Total Expenditures	\$841,797	\$923,000	\$814,000	\$52,457	\$0
Beginning Fund Balance:	\$143,506	\$141,325	\$0	\$52,457	\$52,457
Ending Fund Balance:	\$141,325	\$52,457	\$0	\$0	\$52,811

	2018 Annual Actual	2019 Annual Actual	2020 Original Budget	2020 Revised Budget	2020 YTD Actual
FUND 104 HOTEL/MOTEL LODGING TAX					
<i>REVENUES:</i>					
Special Hotel/Motel Lodging Tax (5%)	\$767,251	\$774,671	\$571,429	\$571,429	\$135,854
Transient Rental income Tax (2%)	288,084	317,282	228,571	228,571	54,342
Interest Earnings	22,883	22,666	-	-	4,588
Total Revenues	\$1,078,218	\$1,114,619	\$800,000	\$800,000	\$194,784
<i>EXPENDITURES:</i>					
Administration	-	-	-	-	-
Lodging Tax Programs	470,793	540,352	800,000	662,250	39,073
Lodging Tax Programs-Transfer Out to Fund 301 Parks CIP	955,461	178,836	-	461,034	-
Total Expenditures	\$1,426,254	\$719,189	\$800,000	\$1,123,284	\$39,073
Beginning Fund Balance:	\$1,513,240	\$1,165,206	\$800,000	\$1,560,637	\$1,560,637
Ending Fund Balance (earmarked for next year's grant awards)	\$1,165,206	\$1,560,637	\$800,000	\$1,237,353	\$1,716,348

	2018 Annual Actual	2019 Annual Actual	2020 Original Budget	2020 Revised Budget	2020 YTD Actual
FUND 105 PROPERTY ABATEMENT & RENTAL HOUSING SAFETY PROGRAM					
<i>REVENUES:</i>					
Abatement Program:	542,897	238,946	130,500	130,500	25,247
Abatement Charges	257,467	138,739	60,000	60,000	22,136
Interest Earnings	35,430	36,581	10,500	10,500	3,111
Judgments & Settlements/Other Misc	-	3,625	-	-	-
Transfer In - Fund 001 General	250,000	60,000	60,000	60,000	-
Rental Housing Safety Program:	59,911	230,307	198,300	198,300	107,217
Transfer In - Fund 001 General	-	25,000	25,000	25,000	-
Rental Housing Safety Program Fees	59,911	205,307	173,300	173,300	107,217
1406 Affordable Housing Program	-	-	-	48,849	-
Sales Tax	-	-	-	48,849	-
Total Revenues	\$602,808	\$469,253	\$328,800	\$377,649	\$132,464
<i>EXPENDITURES:</i>					
Abatement	221,716	132,474	130,500	701,284	12,279
Rental Housing Safety Program	159,809	199,841	198,300	233,333	56,136
1406 Affordable Housing Program	-	-	-	48,849	-
Total Expenditures	\$381,525	\$332,315	\$328,800	\$983,466	\$68,414
Beginning Fund Balance:	\$247,597	\$468,879	\$0	\$605,817	\$605,817
Ending Fund Balance:	\$468,879	\$605,817	\$0	\$0	\$669,867
Abatement	\$464,312	\$570,784	\$0	\$0	\$583,752
Rental Housing Safety Program	\$4,567	\$35,033	\$0	\$0	\$86,115
1406 Funds	\$0	\$0	\$0	\$0	\$0

	2018 Annual Actual	2019 Annual Actual	2020 Original Budget	2020 Revised Budget	2020 YTD Actual
FUND 106 PUBLIC ART					
<i>REVENUES:</i>					
Interest Earnings	348	893	-	-	439
Facility Rentals	24,000	21,000	15,000	15,000	4,500
Transfer In - Fund 001 General	-	100,000	-	-	-
Total Revenues	\$24,348	\$121,893	\$15,000	\$15,000	\$4,939
<i>EXPENDITURES:</i>					
Arts Commission Programs	610	-	-	4,000	-
Public Art	18,450	4,000	15,000	153,778	5,000
Total Expenditures	\$19,061	\$4,000	\$15,000	\$157,778	\$5,000
Beginning Fund Balance:	\$19,597	\$24,885	\$0	\$142,778	\$142,778
Ending Fund Balance:	\$24,885	\$142,778	\$0	\$0	\$142,717

	2018 Annual Actual	2019 Annual Actual	2020 Original Budget	2020 Revised Budget	2020 YTD Actual
FUND 180 NARCOTICS SEIZURE					
<i>REVENUES:</i>					
Forfeitures	172,938	123,275	70,000	70,000	695
Law Enforcement Contracts	27,557	38,171	-	-	9,612
Interest Earnings	4,712	6,098	-	-	743
Total Revenues	\$205,207	\$167,544	\$70,000	\$70,000	\$11,050
<i>EXPENDITURES:</i>					
Investigations /Predictive Policing	154,707	201,584	70,000	352,319	42,594
Capital Purchases	18,901	-	-	-	-
Total Expenditures	\$173,608	\$201,584	\$70,000	\$352,319	\$42,594
Beginning Fund Balance:	\$284,762	\$316,361	\$0	\$282,321	\$282,321
Ending Fund Balance:	\$316,361	\$282,321	\$0	\$0	\$250,777

	2018 Annual Actual	2019 YTD Actual	2020 Original Budget	2020 Revised Budget	2020 YTD Actual
FUND 181 FELONY SEIZURE					
Forfeitures/Misc/Interest	30,841	14,121	-	-	5,393
Total Revenues	\$30,841	\$14,121	\$0	\$0	\$5,393
<i>EXPENDITURES:</i>					
Investigations/Predictive Policing	61,160	21,022	-	8,143	290
Capital Purchases	-	-	-	-	-
Transfer to Fund 501 Fleet & Equipment	-	-	-	-	-
Total Expenditures	\$61,160	\$21,022	\$0	\$8,143	\$290
Beginning Fund Balance:	\$45,363	\$15,044	\$0	\$8,143	\$8,143
Ending Fund Balance:	\$15,044	\$8,143	\$0	\$0	\$13,246

	2018 Annual Actual	2019 Annual Actual	2020 Original Budget	2020 Revised Budget	2020 YTD Actual
FUND 182 FEDERAL SEIZURE					
<i>REVENUES:</i>					
Forfeitures	736	264,203	39,600	39,600	63,492
Interest Earnings	0	-	-	-	554
Total Revenues	\$736	\$264,203	\$39,600	\$39,600	\$64,046
<i>EXPENDITURES:</i>					
Crime Prevention	3,096	4,374	39,600	299,429	-
Capital	-	-	-	-	-
Total Expenditures	\$3,096	\$4,374	\$39,600	\$299,429	\$0
Beginning Fund Balance:	\$2,360	\$0	\$0	\$259,829	\$259,829
Ending Fund Balance:	\$0	\$259,829	\$0	\$0	\$323,875

	2018 Annual Actual	2019 Annual Actual	2020 Original Budget	2020 Revised Budget	2020 YTD Actual
FUND 190 CDBG					
<i>REVENUES:</i>					
Grants	548,832	843,178	560,000	2,825,006	90,737
Section 108 Loan Proceeds	-	-	-	-	-
Total Revenues	\$548,832	\$844,493	\$560,000	\$2,825,006	\$90,850
<i>EXPENDITURES:</i>					
Grants	384,460	348,605	310,000	2,821,990	88,564
Section 108 Loan Repayment	49,311	-	-	-	-
Transfer Out - Fund 302 Transportation	112,997	486,445	250,000	3,016	3,016
Total Expenditures	\$546,768	\$835,050	\$560,000	\$2,825,006	\$91,580
Beginning Fund Balance:	\$1,391,718	\$1,393,781	\$0	\$1,403,224	\$1,403,224
Ending Fund Balance:	\$1,393,781	\$1,403,224	\$0	\$1,403,224	\$1,402,494

	2018 Annual Actual	2019 Annual Actual	2020 Original Budget	2020 Revised Budget	2020 YTD Actual
FUND 191 NEIGHBORHOOD STABILIZATION PROGRAM					
<i>REVENUES:</i>					
Grant-NSP 1	-	55,697	-	64,016	-
Abatement Charges	36,982	-	20,700	-	-
Abatement Interest	4,721	1,766	4,000	10,000	-
Total Revenues	\$41,703	\$57,462	\$24,700	\$74,016	\$57,505
<i>EXPENDITURES:</i>					
Grant-NSP 1	58,540	3,662	24,700	216,450	637
Total Expenditures	\$58,540	\$3,662	\$24,700	\$216,450	\$637
Beginning Fund Balance:	\$105,469	\$88,632	\$0	\$142,433	\$142,433
Ending Fund Balance:	\$88,632	\$142,433	\$0	\$0	\$199,301

	2018 Annual Actual	2019 Annual Actual	2020 Original Budget	2020 Revised Budget	2020 YTD Actual
FUND 192 SSMCP (SOUTH SOUND MILITARY COMMUNITIES PARTNERSHIP)					
<i>REVENUES:</i>					
Grants	1,464,107	241,825	-	7,304,317	116,218
Partner Participation	182,510	182,400	227,100	180,850	186,000
Misc/Other	336	1	-	-	500
Transfer In From Fund 001 General	50,000	50,000	50,000	50,000	50,000
Total Revenues	\$1,696,953	\$474,227	\$277,100	\$7,535,167	\$352,718
<i>EXPENDITURES:</i>					
OEAS/SSMCP	1,717,761	494,496	277,100	7,588,599	170,768
Total Expenditures	\$1,717,761	\$494,496	\$277,100	\$7,588,599	\$170,768
Beginning Fund Balance:	\$94,508	\$73,700	\$0	\$53,431	\$53,431
Ending Fund Balance:	\$73,700	\$53,431	\$0	\$0	\$235,381

	2018 Annual Actual	2019 Annual Actual	2020 Original Budget	2020 Revised Budget	2020 YTD Actual
FUND 195 PUBLIC SAFETY GRANTS					
<i>REVENUES:</i>					
Grants	133,427	317,474	130,037	440,538	91,326
Total Revenues	\$133,427	\$317,474	\$130,037	\$440,538	\$91,326
<i>EXPENDITURES:</i>					
Grants	133,427	317,473	130,037	440,538	91,498
Total Expenditures	\$133,427	\$317,473	\$130,037	\$440,538	\$91,498
Beginning Fund Balance:	\$0	\$0	\$0	\$0	\$0
Ending Fund Balance:	\$0	\$0	\$0	\$0	(\$172)

	2018 Annual Actual	2019 Annual Actual	2020 Original Budget	2020 Revised Budget	2020 YTD Actual
FUND 201 GENERAL OBLIGATION BOND DEBT SERVICE					
<i>REVENUES:</i>					
Transfer-In From Fund 001 General	398,847	436,603	440,656	441,487	-
Transfer-In From Fund 102 REET	-	164,000	810,000	1,110,000	-
Total Revenues	\$398,847	\$600,603	\$1,250,656	\$1,551,487	\$0
<i>EXPENDITURES:</i>					
Principal & Interest - 59th Avenue	77,000	77,000	77,000	77,000	-
Principal & Interest - Police Station - 2009/2016	129,750	-	-	-	-
Principal & Interest - Police Station - 2016 LTGO	36,947	210,181	209,006	209,006	-
Principal & Interest - LOCAL LED Streetlight	155,150	155,025	154,650	154,650	-
Principle & Interest - Transportation CIP Bond	-	158,396	810,000	1,110,831	-
Total Expenditures	\$398,847	\$600,603	\$1,250,656	\$1,551,487	\$0
Beginning Fund Balance:	\$0	\$0	\$0	\$0	\$0
Ending Fund Balance:	\$0	\$0	\$0	\$0	\$0

	2018 Annual Actual	2019 Annual Actual	2020 Original Budget	2020 Revised Budget	2020 YTD Actual
FUND 202 LOCAL IMPROVEMENT DISTRICT (LID) DEBT SERVICE					
<i>REVENUES:</i>					
Interest	541	1,876	-	-	828
Assessments	255,548	201,429	203,500	175,521	-
LID 1109 Bond Proceeds for Admin Fees (Fund 302)	-	-	-	17,730	-
Total Revenues	\$256,089	\$203,305	\$203,500	\$193,251	\$828
<i>EXPENDITURES:</i>					
Combined LID 1101/1103	122,233	167,641	128,100	145,097	245
LID 1108	71,065	68,293	75,400	65,521	-
LID 1109	-	-	-	17,730	-
Total Expenditures	193,298	235,934	203,500	228,348	245
Beginning Fund Balance:	\$4,935	\$67,726	\$0	\$35,097	\$35,097
Ending Fund Balance:	\$67,726	\$35,097	\$0	\$0	\$35,680

	2018 Annual Actual	2019 Annual Actual	2020 Original Budget	2020 Revised Budget	2020 YTD Actual
FUND 204 SEWER PROJECT DEBT SERVICE					
<i>REVENUES:</i>					
Sewer Charges (4.75% Sewer Surcharge)	673,891	822,295	765,000	765,000	191,893
Interest Earnings/Other	15,110	20,829	23,477	23,477	1,598
Sanitary Side Sewer Connection Home Loan Repayment	14,434	7,767	-	-	1,955
Total Revenues	\$703,436	\$850,891	\$788,477	\$788,477	\$195,446
<i>EXPENDITURES:</i>					
Principal & Interest	487,491	485,023	482,554	482,554	-
Transfer To Fund 311 Sewer Capital	68,995	987,000	55,000	55,000	55,000
Total Expenditures	\$556,486	\$1,472,023	\$537,554	\$537,554	\$55,000
Beginning Fund Balance:	\$793,502	\$940,452	\$290,852	\$319,321	\$319,321
Ending Fund Balance:	\$940,452	\$319,321	\$541,775	\$570,244	\$459,767

	2018 Annual Actual	2019 Annual Actual	2020 Original Budget	2020 Revised Budget	2020 YTD Actual
FUND 251 LOCAL IMPROVEMENT DISTRICT (LID) GUARANTY DEBT SERVICE					
<i>REVENUES:</i>					
Interest Earnings	2,760	2,606	-	-	408
Total Revenues	\$2,760	\$2,606	\$0	\$0	\$408
<i>EXPENDITURES:</i>					
Transfer Out - Fund 001 General	-	-	-	-	-
Total Expenditures	\$0	\$0	\$0	\$0	\$0
Beginning Fund Balance:	\$126,928	\$129,688	\$127,047	\$132,294	\$132,294
Ending Fund Balance:	\$129,688	\$132,294	\$127,047	\$132,294	\$132,702

	2018 Annual Actual	2019 Annual Actual	2020 Original Budget	2020 Revised Budget	2020 YTD Actual
FUND 301 PARKS CAPITAL					
<i>REVENUES:</i>					
Grants	25,000	714,360	2,850,000	3,934,911	60,000
Motor Vehicle Excise Tax for Paths & Trails	-	4,978	-	-	981
Funds Anticipated	-	-	-	-	-
Interest Earnings	12,988	33,800	-	-	7,684
Contributions/Donations/Utility & Developers	162,250	208,974	-	30,000	50
Transfer In From Fund 001 General	945,684	479,300	80,000	282,129	157,129
Transfer In From Fund 102 REET	358,525	1,443,130	-	519,589	519,589
Transfer In From Fund 104 Hotel/Motel Lodging Tax	955,461	178,836	-	461,034	-
Transfer In From Fund 302 Transportation CIP	-	5,087	-	-	-
Transfer In From Fund 401 Surface Water Mgmt	248,150	131,537	50,000	206,277	-
Transfer In - Fund 502 Property Management	-	50,000	-	-	-
Total Revenues	\$2,708,058	\$3,250,004	\$2,980,000	\$5,433,940	\$745,433
<i>EXPENDITURES:</i>					
Capital	2,208,952	2,025,972	3,860,000	8,035,876	106,714
Transfer to Fund 102 REET	-	-	-	100,000	-
Total Expenditures	\$2,208,952	\$2,025,972	\$3,860,000	\$8,135,876	\$106,714
Beginning Fund Balance:	\$993,419	\$1,492,525	\$880,000	\$2,716,557	\$2,716,557
Ending Fund Balance:	\$1,492,525	\$2,716,557	\$0	\$14,621	\$3,355,276

	2018 Annual Actual	2019 Annual Actual	2020 Original Budget	2020 Revised Budget	2020 YTD Actual
FUND 302 TRANSPORTATION CAPITAL PROJECT					
<i>REVENUES:</i>					
Motor Vehicle Excise Tax	351,274	338,774	350,000	350,000	66,735
State Transportation Package - Multi-Modal Distribution	83,416	82,162	82,400	82,400	20,337
State Transportation Package - Increased Gas Tax	72,990	71,893	72,300	72,300	17,795
Traffic Mitigation Fees		103,505	-	-	
Pavement Degradation Fees		52,741	-	-	11,287
Grants	7,837,710	1,421,106	1,675,000	4,500,967	9,728
Contributions from Utilities/Developers/Partners	23,013	179,351	-	-	-
LID Financing	-	-	-	922,757	922,757
Proceeds from Sale of Asset/Street Vacation	40,102	200,000	-	-	8,100
Interest/Other	28,074	136,879	-	-	37,131
Interfund Loan From Fleet & Equipment Reserves	374,426	-	-	-	-
GO Bond Proceeds	-	8,055,905	6,000,000	3,000,000	-
Transfer In - Fund 001 General	1,045,635	983,797	700,000	393,547	512,000
Transfer In - Fund 102 REET	2,592,298	1,304,031	890,000	670,681	-
Transfer In - Fund 103 TBD	841,797	923,000	814,000	52,457	-
Transfer In - Fund 190 CDBG	112,997	486,445	250,000	167,273	3,016
Transfer In - Fund 401 SWM	1,451,101	788,275	1,870,000	2,842,126	91,206
Total Revenues	\$14,854,833	\$15,127,864	\$12,703,700	\$13,054,508	\$1,700,092
<i>EXPENDITURES:</i>					
Capital Projects	13,820,382	7,256,185	14,320,000	22,250,092	838,363
Debt Issue Cost	-	55,881	-	-	-
Transfer Out - Fund 301 Parks CIP	20,409	5,087			
Transfer Out - Fund 201 GO Bond Debt Service	-	-	-	17,730	-
Transfer Out - Fund 401 SWM	-	-	-	241,840	-
Intefund Loan Repayment	-	-	-	880,204	880,204
Total Expenditures	\$13,840,791	\$7,317,153	\$14,320,000	\$23,389,866	\$1,718,567
Beginning Fund Balance:	\$2,529,384	\$3,543,426	\$2,493,570	\$11,340,593	\$11,354,136
Ending Fund Balance:	\$3,543,426	\$11,354,136	\$877,270	\$1,005,236	\$11,335,661

	2018 Annual Actual	2019 Annual Actual	2020 Original Budget	2020 Revised Budget	2020 YTD Actual
FUND 311 SEWER CAPITAL PROJECT					
<i>REVENUES:</i>					
Grants	-	450,000	-	75,000	-
Sewer Availability Charge		245,401	140,000	140,000	79,643
Interest Earnings	3,290	18,382	-	-	3,110
Proceeds from Lien	-	1,474	-	-	376
Transfer In Fund 001 General	-	-	-	27,000	-
Transfer In From Fund 401 Surface Water Mgmt	-	-	-	8,000	-
Transfer In Fund 204 Sewer Project Debt (Sewer Surcharge 4	68,995	987,000	55,000	55,000	55,000
Transfer In Fund 312 Sanitary Sewer Connection Capital	35,000	815,483	-	-	-
Total Revenues	\$107,285	\$2,517,741	\$195,000	\$305,000	\$138,129
<i>EXPENDITURES:</i>					
Capital/Administration	40,775	1,390,145	123,000	1,085,234	9,189
Total Expenditures	\$40,775	\$1,390,145	\$123,000	\$1,085,234	\$9,189
Beginning Fund Balance:	\$51,716	\$118,225	\$698,629	\$1,245,820	\$1,245,820
Ending Fund Balance:	\$118,225	\$1,245,820	\$770,629	\$465,586	\$1,374,760

	2018 Annual Actual	2019 Annual Actual	2020 Original Budget	2020 Revised Budget	2020 YTD Actual
FUND 312 SANITARY SEWER CONNECTION CAPITAL					
<i>REVENUES:</i>					
Sewer Availability Charge	211,609	-	-	-	-
Interest Earnings	10,479	-	-	-	-
Proceeds From Lien	2,410	-	-	-	-
Total Revenues	\$224,498	\$0	\$0	\$0	\$0
<i>EXPENDITURES:</i>					
Capital & Administration	25,594	-	-	-	-
Transfer To Fund 311 Sewer Capital Project	35,000	815,484	-	-	-
Total Expenditures	\$60,594	\$815,484	\$0	\$0	\$0
Beginning Fund Balance:	\$651,579	\$815,484	\$0	\$0	\$0
Ending Fund Balance:	\$815,484	(\$0)	\$0	\$0	\$0

	2018 Annual Actual	2019 Annual Actual	2020 Original Budget	2020 Revised Budget	2020 YTD Actual
FUND 401 SURFACE WATER MANAGEMENT					
<i>REVENUES:</i>					
Storm Drainage Fees & Charges	2,735,663	4,256,773	3,904,100	4,004,100	383,479
Site Development Permit Fee	55,968	46,968	30,000	30,000	9,625
Interest Earnings & Misc	66,762	79,984	20,800	20,800	13,397
Subtotal Operating Revenues	\$2,858,394	\$4,383,724	\$3,954,900	\$4,054,900	\$406,501
<i>EXPENDITURES:</i>					
Engineering Services	1,219,515	1,431,957	1,824,593	1,830,356	315,828
Operations & Maintenance	596,460	810,393	860,354	955,600	48,583
Transfer to Fund 001 General Admin Support	284,700	284,700	284,700	284,700	71,175
Subtotal Operating Expenditures	\$2,100,675	\$2,527,049	\$2,969,647	\$3,070,656	\$435,586
OPERATING INCOME (LOSS)	\$757,718	\$1,856,675	\$985,253	\$984,244	(\$29,084)
<i>OTHER FINANCING SOURCES:</i>					
Grants/Contributions	49,226	-	-	50,000	1,276
American Lake Management District	-	119,313	-	48,474	83
Flood Control Opportunity Fund	-	-	-	280,000	-
Transfer In From Fund 302 Transportation Capital	-	-	-	241,840	-
Subtotal Other Financing Sources	\$49,226	\$119,313	\$0	\$620,314	\$1,359
<i>OTHER FINANCING USES:</i>					
Capital/1-Time	197,129	225,438	253,718	1,326,275	47,551
American Lake Management District	-	124,619	-	29,320	1,605
Transfer to Fund 301 Parks CIP	248,150	133,958	50,000	150,000	-
Transfer to Fund 302 Transportation Capital	1,451,101	785,855	1,870,000	2,842,126	91,206
Subtotal Other Financing Uses	\$1,896,381	\$1,269,870	\$2,173,718	\$4,355,721	\$140,362
Total Revenues and Other Sources	\$2,907,620	\$4,503,037	\$3,954,900	\$4,675,214	\$407,861
Total Expenditures and other Uses	\$3,997,056	\$3,796,920	\$5,143,365	\$7,426,377	\$575,948
Beginning Fund Balance:	\$4,689,608	\$3,600,172	\$2,078,878	\$4,306,289	\$4,306,289
Ending Fund Balance:	\$3,600,172	\$4,306,289	\$890,413	\$1,555,126	\$4,138,202
Ending Fund Balance as a % of Operating Rev/Exp	126.0%	98.2%	22.5%	38.4%	1018.0%
17% Operating Reserves (of operating revenues)	\$485,927	\$0	\$0	\$0	\$0
33% Operating Reserves (of operating expenditures)	n/a	\$833,926	\$979,984	\$1,013,316	\$1,013,316
1% Capital Reserves	n/a	\$458,330	\$481,477	\$453,795	\$453,795
American Lake Management District	\$0	\$16,571	\$0	\$35,725	\$15,049
Unreserved / (Shortfall):	\$3,114,245	\$2,997,462	-\$571,048	\$52,290	\$2,656,041

	2018 Annual Actual	2019 Annual Actual	2020 Original Budget	2020 Revised Budget	2020 YTD Actual
FUND 501 FLEET & EQUIPMENT					
<i>OPERATING REVENUES:</i>					
M&O Revenue	691,737	763,367	740,720	740,720	126,887
Interest Earnings	61,399	71,013	15,000	15,000	11,647
Total Revenues	\$753,136	\$834,380	\$755,720	\$755,720	\$138,535
<i>OPERATING EXPENDITURES:</i>					
Fuel/Gasoline	348,588	323,206	424,150	424,150	56,102
Other Supplies	12,045	18,655	3,990	3,990	4,307
Repairs & Maintenance	388,376	499,389	327,580	327,580	86,888
Other Services & Charges	2,564	6,468	-	-	385
Intergovernmental	1,563	-	-	-	-
Total Expenditures	\$753,136	\$847,719	\$755,720	\$755,720	\$147,682
Operating Revenue Over/(Under) Expenditures	\$0	(\$13,339)	\$0	\$0	(\$9,147)
<i>OTHER FINANCING SOURCES:</i>					
Interfund Loan (Fund 302 LID Interim Financing)	-	-	-	880,204	880,204
Replacement Reserves Collections	942,870	805,481	-	-	-
Capital Contribution	-	-	-	91,824	-
Proceeds From Sale of Assets	52,500	13,339	-	-	9,216
Transfer In From Fund 504 Risk Management	-	81,184	-	182,400	-
Total Other Financing Sources	\$995,370	\$900,004	\$0	\$1,154,428	\$889,420
<i>OTHER FINANCING USES:</i>					
Fleet & Equipment New & Replacement	722,714	941,993	596,300	994,100	38,236
Interfund Loan To Fund 302 LID Interim Financing	374,426	-	-	-	-
Transfer to Fund 001 General	16,000	-	-	-	-
Total Other Financing Uses	\$1,113,140	\$941,993	\$596,300	\$994,100	\$38,236
Total Revenues	\$1,748,506	\$1,734,384	\$755,720	\$1,910,148	\$1,027,955
Total Expenditures	\$1,866,277	\$1,789,712	\$1,352,020	\$1,749,820	\$185,917
Beginning Fund Balance:	\$3,953,548	\$3,835,778	\$4,815,080	\$3,780,451	\$3,780,451
Ending Fund Balance:	\$3,835,778	\$3,780,451	\$4,218,780	\$3,940,779	\$4,622,489

	2018 Annual Actual	2019 Annual Actual	2020 Original Budget	2020 Revised Budget	2020 YTD Actual
FUND 502 PROPERTY MANAGEMENT					
<i>OPERATING REVENUES:</i>					
M&O Revenue	677,621	683,461	678,684	686,284	163,184
Interest Earnings	10,536	14,728	-	-	1,343
Total Operating Revenues	\$ 688,157	\$ 698,189	\$ 678,684	\$ 686,284	\$ 164,528
<i>OPERATING EXPENDITURES:</i>					
City Hall Facility	366,268	369,872	371,045	378,645	88,293
Police Station	259,803	266,905	239,277	239,277	64,514
Parking Facilities/Light Rail	62,086	61,413	68,362	68,362	11,721
Total Operating Expenditures	\$ 688,157	\$ 698,189	\$ 678,684	\$ 686,284	\$ 164,528
Operating Revenue Over/(Under) Expenditures	\$ -	\$ (0)	\$ -	\$ -	\$ -
<i>OTHER FINANCING SOURCES:</i>					
Replacement Reserve Collections / Other 1-Time	100,000	100,000	100,000	159,000	25,000
Total Other Financing Sources	\$ 100,000	\$ 100,000	\$ 100,000	\$ 159,000	\$ 25,000
<i>OTHER FINANCING USES:</i>					
Capital/1-Time/6-Year Property Management Plan	43,761	157,082	95,000	205,933	-
Total Other Financing Uses	\$ 43,761	\$ 157,082	\$ 95,000	\$ 205,933	\$ -
Total Revenues	\$ 788,157	\$ 798,188	\$ 778,684	\$ 845,284	\$ 189,528
Total Expenditures	\$ 731,918	\$ 855,271	\$ 773,684	\$ 892,217	\$ 164,528
Beginning Fund Balance:	\$436,900	\$493,139	\$348,436	\$436,057	\$436,057
Ending Fund Balance:	\$493,139	\$436,057	\$353,436	\$389,124	\$461,057

	2018 Annual Actual	2019 Annual Actual	2020 Original Budget	2020 Revised Budget	2020 YTD Actual
FUND 503 INFORMATION TECHNOLOGY					
<i>REVENUES:</i>					
M&O Revenue	1,218,422	1,202,671	1,690,139	1,709,939	457,864
Misc/Interest/Other	1,002	2,201	-	-	452
Total Operating Revenues	\$ 1,219,424	\$ 1,204,872	\$ 1,690,139	\$ 1,709,939	\$ 458,317
<i>EXPENDITURES:</i>					
Personnel	521,877	562,728	558,529	578,329	126,583
Supplies	134,355	40,330	174,520	174,520	44,609
Services & Charges	563,192	601,814	957,090	957,090	287,125
Total Operating Expenditures	\$1,219,424	\$1,204,872	\$1,690,139	\$1,709,939	\$458,317
Operating Revenue Over/(Under) Expenditures	\$0	\$0	\$0	\$0	\$0
<i>OTHER FINANCING SOURCES:</i>					
Replacement Reserve Collection	47,500	48,678	66,844	66,844	-
Capital Contrib & Other 1-Time /6-Year Strategic Plan	402,720	593,944	158,750	953,207	63,474
Total Other Financing Sources	\$450,220	\$642,622	\$225,594	\$1,020,051	\$63,474
<i>OTHER FINANCING USES:</i>					
One-Time/Capital	402,720	593,944	158,750	953,207	63,474
Total Other Financing Uses	\$402,720	\$593,944	\$158,750	\$953,207	\$63,474
Total Revenues	\$1,669,644	\$1,847,494	\$1,915,733	\$2,729,990	\$521,790
Total Expenditures	\$1,622,144	\$1,798,816	\$1,848,889	\$2,663,146	\$521,790
Beginning Fund Balance:	\$42,500	\$90,000	\$131,844	\$138,678	\$138,678
Ending Fund Balance:	\$90,000	\$138,678	\$198,688	\$205,522	\$138,678

	2018 Annual Actual	2019 Annual Actual	2020 Original Budget	2020 Revised Budget	2020 YTD Actual
FUND 504 RISK MANAGEMENT					
<i>REVENUES:</i>					
M&O Revenue	2,297,703	1,561,705	1,434,659	1,449,659	1,432,777
AWC Retro Refund	-	-	-	32,120	-
Interest/Miscellaneous	94	99	-	-	-
Insurance Proceeds/3rd Party Recoveries	120,648	285,581	150,000	464,150	85,075
Total Revenues	\$2,418,445	\$1,847,386	\$1,584,659	\$1,945,929	\$1,517,852
<i>EXPENDITURES:</i>					
Safety Program	4,696	2,782	3,980	3,980	1,013
AWC Retro Program	33,911	35,792	24,000	24,000	(14,298)
WCIA Assessment	1,169,200	1,411,230	1,406,679	1,438,799	1,438,931
Claims/Judgments & Settlements	1,210,638	316,397	150,000	296,750	33,632
Total Expenditures	\$2,418,445	\$1,766,202	\$1,584,659	\$1,763,529	\$1,459,278
<i>OTHER FINANCING SOURCES:</i>					
Capital Contribution/1-Time M&O	-	-	-	-	-
Total Other Financing Sources	\$0	\$0	\$0	\$0	\$0
<i>OTHER FINANCING USES:</i>					
One-Time/Capital	-	-	-	-	-
Transfer To Fund 501 Fleet & Equipment	-	81,184	-	182,400	-
Total Other Financing Uses	\$0	\$81,184	\$0	\$182,400	\$0
Total Revenues	\$2,418,445	\$1,847,386	\$1,584,659	\$1,945,929	\$1,517,852
Total Expenditures	\$2,418,445	\$1,847,386	\$1,584,659	\$1,945,929	\$1,459,278
Beginning Fund Balance:	\$0	\$0	\$0	\$0	\$0
Ending Fund Balance:	\$0	\$0	\$0	\$0	\$58,574

City Manager

Performance Measure	Target	Quarter 1
Average # of items on study session agendas	< 6 items	4.6
# of presentations of State of the City	10	4
# of new followers: City Twitter	45 per quarter	120
# of new followers: LPD Twitter	45 per quarter	180
#of new likes: City FB	45 per quarter	240
#of new likes: LPD FB	45 per quarter	164
#of new likes: Parks FB	45 per quarter	39
#of new likes: Senior Ctr FB	45 per quarter	11
# of posts: City Instagram	45 per quarter	35
# of multimedia items produced - video	3 per quarter	5

Finance

Performance Measure	Target	Quarter 1
Type/Description- Finance		
# of invoices paid annually	n/a	1873
% of invoices paid within 30 days of invoice date ⁽¹⁾	95%	88.2%
% of accounts receivable aged balances over 60 days versus annual billing	5%	8.40%
GFOA Award Received for Current Year CAFR	Yes	Pending
GFOA Award Received for Biennium's Budget Document	Yes	n/a
Clean Audit for Prior Fiscal Year	Yes	Yes
Bond Rating Per Standard & Poor's	AA	AA

(1) Requires coordination with departments to ensure Accounts Payable receives invoices timely.

Human Resources

Performance Measure	Target	Quarter 1
Measures- Human Resources		
Number of current (unexpired) Collective Bargaining Agreements as of EOQ	4	3
Voluntary Employee Turnover Rate (not reported cumulatively)	<12%	3.25%
Average number of recruitments/analyst	n/a	6
Average number of applications received/position	n/a	40
Percentage of employees hired during the quarter last year and still employed	100%	75%
Average number of days to complete external recruitment (excluding Police Officers)	<45	86.5
Average number of FTEs filled City-wide	220	215
Percentage of performance evaluations due during quarter completed	100%	38%
Percentage of City Leadership Team who have achieved WCIA Supervisor credential	100%	39%
Number of categories (out of 112) where workforce underutilization is 3% or greater	0	15
Measures- Risk Management		
Percentage of employees in compliance with quarterly mandatory training	100%	86
Percentage of employees who participate in monthly safety training promotions	100%	n/a
Percentage Stay at Work applications of total medical releases to light duty	70%	0.00%
Percentage workers comp developed claim expense of total annual premium cost = Loss Ratio% (reported cumulative YTD)	<70%	2.1%
Worker's Compensation Experience Factor	<1.0	1.0137
Percentage of vehicle incidents that were preventable by the City employee	0%	0.00%

Information Technology

Performance Measure	Target	Quarter 1
# of new systems implemented	2	0
# of users served	259	259
# of personal computers maintained	444	444
# of applications maintained	139	139
# of servers maintained (LAN/WAN)	82	82
# of Hot Spots & In-Car Cradlepoint cellular devices maintained	125	125
# of Cell Phones/maintained	202	202
# of Shoretel phones operated and maintained	290	290
% of IT system up-time during normal business hours	100%	100%
% of communications up-time during normal business hours	100%	100%
Overall Phish-PronePercentage (Cyber Phishing) (Current Industry is 35.8%)	36%	5%
Phishing Campaign Failures (Current Industry is 14.2%)	14%	5%
Number of help desk requests received	n/a	454
Help desk requests resolved: Total requests resolved	n/a	336
Total # of Blocked incoming email messages (Since filter implementation)	n/a	10,493
Total # of Allowed incoming email messages (Since filter implementation)	n/a	86,556
Total # of Blocked outgoing email messages (Since filter implementation)	n/a	11
Total # of Allowed outgoing email messages (Since filter implementation)	n/a	17,946
Total # of Blocked Website pages (via policy)	n/a	1,383,600
Total # of Blocked Website pages (via Spyware/Infected)	n/a	3,342
Total # of Allowed Website views	n/a	72,996,692

Note: Items listed as "n/a" do not have a set threshold that is met. Totals are exact numbers provided to show activity in these areas based on overall use and submission from staff (i.e. helpdesk requests)

Performance Measure	Target	Quarter 1
Measure- CDBG		
# of persons with new or improved access to public facility or infrastructure	2,240	0
# of owner-occupied units rehabilitated	12	4
# of new affordable housing units constructed	3	0
# persons with access to affordable housing through fair housing activities	40	0
# units assisted that are occupied by the elderly	tbd	2
# of homebuyers receiving direct financial assistance through down payment assistance/closing costs	1	0
\$ program income received (CDBG & NSP)	tbd	\$65,256
# of households receiving sewer connection assistance through PWTF program		0
Measure - Nuisances and Abatements**		
#of dangerous building abatements completed annually	30	7
#of dangerous building abatements pending		16
#of public nuisances completed annually	8	2
#of public nuisances pending		1
Measure- RHSP		
# rental properties registered	3,732	1,362
# rental units registered	13,915	6,663
# rental properties inspected annually	913	63
# rental units inspected annually	2,451	170
Measure- Economic Development		
\$ investment created through economic dev efforts	\$320,000,000	\$49,317,900
# of business retention/expansion of interviews conducted	80	22
# of new market rate, owner-occupied housing units constructed annually	40	4
# of projects where permit assistance was provided	40	9
# of special projects completed	50	9
# of economic development inquiries received	200	82
# of participant attending forums, focus groups, or special events	500	36
# of new companies located in Lakewood	20	221
# of new development projects assisted	30	11
Measure- Building Permit		
# of permits issued	tbd	424
# of plan reviews performed	tbd	53
# of inspections performed	tbd	1,559
Measure- Long Range Planning		
# of privately initiated land use amendments	Varies	1
# of city initiated land use amendments	Varies	8
Annual development regulations update	2020	Underway; adoption second quarter
MFTE update	2020	Underway; adoption second quarter
Downtown Plan biennial review	2020	Planning Commission review & recommendation completed
2021 Comprehensive Plan Docket	12/16/2019	Not started
Complete annual assignments - capital facilities plan update, tracking housing date, and prepare multi-family tax credit report	Annual	Not started

	Quarter 1				
Permit Type- Current Planning	Target # of Days	Total Permits	Average Days	% w/in Target?	# Outside Target
Zoning Certification	30	5	13.00	100%	0%
Conditional use	120	0	n/a	n/a	n/a
Administrative use	120	n/a	n/a	n/a	n/a
Preliminary plat	120	0	n/a	n/a	n/a
Preliminary short plat	90	2	15.50	100%	0
Sign permit	20	11	4.00	100%	0
Site development permit	90	n/a	n/a	n/a	n/a
Building Permit	20	88	7.00	100%	0
Shoreline permit	180	8	9.50	100%	0
Permit Type	Target # of Days				
Residential model homes (basic)	30	0	n/a	n/a	n/a
New single family residential	30	7	20.5	80%	2
Residential additions	30	10	37.0	50%	5
New multi-family *	30	1	63.0	0%	1
New commercial buildings *	30	3	26.3	33%	2
Commercial tenant improvements - major (change of use)	30	5	1	100%	0

Legal

Performance Measure	Target	Quarter 1
# of days on average to review/process a contract	3	1.65
% of cases disposed of in accordance with departmental standards	n/a	100
# of criminal citation cases filed		628
# of days on average for PRA response	30	13.9
Provide discovery within 14 calendar days of a request in 90% or more of the cases in which discovery is authorized/requested/required	90%	100%
Make In Custody charging decisions within 8 hours of receipt of the report(s) in 90% or more of the cases	90%	100%
Review all felony In Custody NCF cases from Pierce County within 8 hours of receipt of the report(s) in 95% or more of the cases	95%	100%
Review incidents for charging decision within 30 days of receipt	90%	100%

Municipal Court

Performance Measure	Target	Quarter 1
# of community group road tours	8	3
# of incidents with offenders involving risk management	0	0
# of work crew hours performed in lieu of jail	n/a	144
Cost saved by using alternative sentencing	n/a	\$19,161
Cost saved from reduced number of court transports	\$35,000	(\$1,950)
Number of Veteran's Court participants	-	7
Number of Veteran's Court graduates	-	1

Note:

- Court transport costs increased due to filling 2 vacant Code Compliance Officers that perform this function with with Police Officers on overtime.
- This is the average number of Veterans Court participants vary by month.

Police

Performance Measure	Target	Quarter 1
Measure- Specialty Units		
# of traffic stops	9000	1611
Property Room Audits	1	
Animal Complaints	2600	
# of captures by K9	25	
Marine Service Hours	90	
SWAT Missions	24	
SWAT Training Days	31	
Civil Disturbance missions	0	
Civil Disturbance Team Training Days	13	
Vehicle Collisions (Fatality)	0	0
Vehicle Collisions (Injury)	250	51
Vehicle Collisions (Non-Injury)	2100	252
Measure- Criminal Investigations		
Cases assigned for follow up	1000	
Cases cleared by investigation	700	
Amount of narcotics seized (lbs)	30	
# of findings during Special Operations quarterly audits	0	
Measure- Patrol		
# of arrests	2500	554
# of self-initiated calls for service	2200	4431
# of minutes to respond to call for service	12	19.19
Top Priority calls: Average time from receipt to dispatch (in minutes)	3	2.5
Top Priority calls: Average time from dispatch to arrival on scene (in minutes)	3.5	3.72
Total calls for service	55,000	12,250
Measure- Professional Standards		
% of officers meeting state requirements for annual training hours	100	
# of training hours provided	8080	
Successful WASPC accreditation	Yes	
# of internal investigations conducted	8	
Use of force as percent of arrests	0.03	
Uses of force as percent of calls for service	0.10%	
Pursuits	35	
Pursuit Terminations	15%	
Promotional processes completed	2	
Hiring processes completed	4	
Measure - CSRT		
Total number of code enforcement complaints received	600	115
Average calendar days: Code complaint to first investigation	7	2
Total code enforcement cases initiated during the reporting period	500	106
Code enforcement cases resolved through voluntary compliance	300	47
Code enforcement cases resolved through forced compliance	0	18
Code enforcement: Average calendar days, Inspection to Forced Compliance	60	4
Code enforcement: Average calendar days, Inspection to Voluntary Compliance	14	14
Community Meetings Attended	120	14

Note:

- Community Meetings Attended - Many meetings were cancelled due to COVID-19.

Completed Q1 2020 measures not provided/available by Council packet deadline..

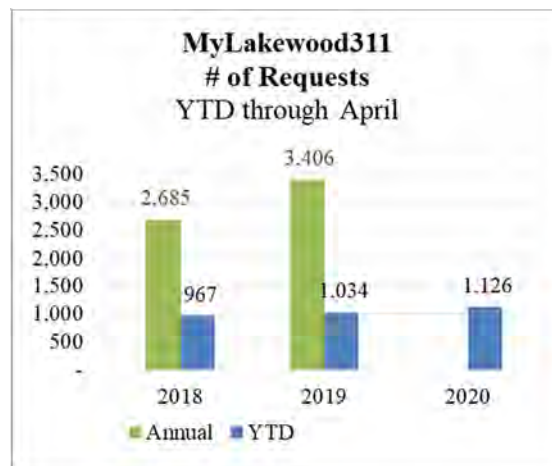
Parks and Recreation

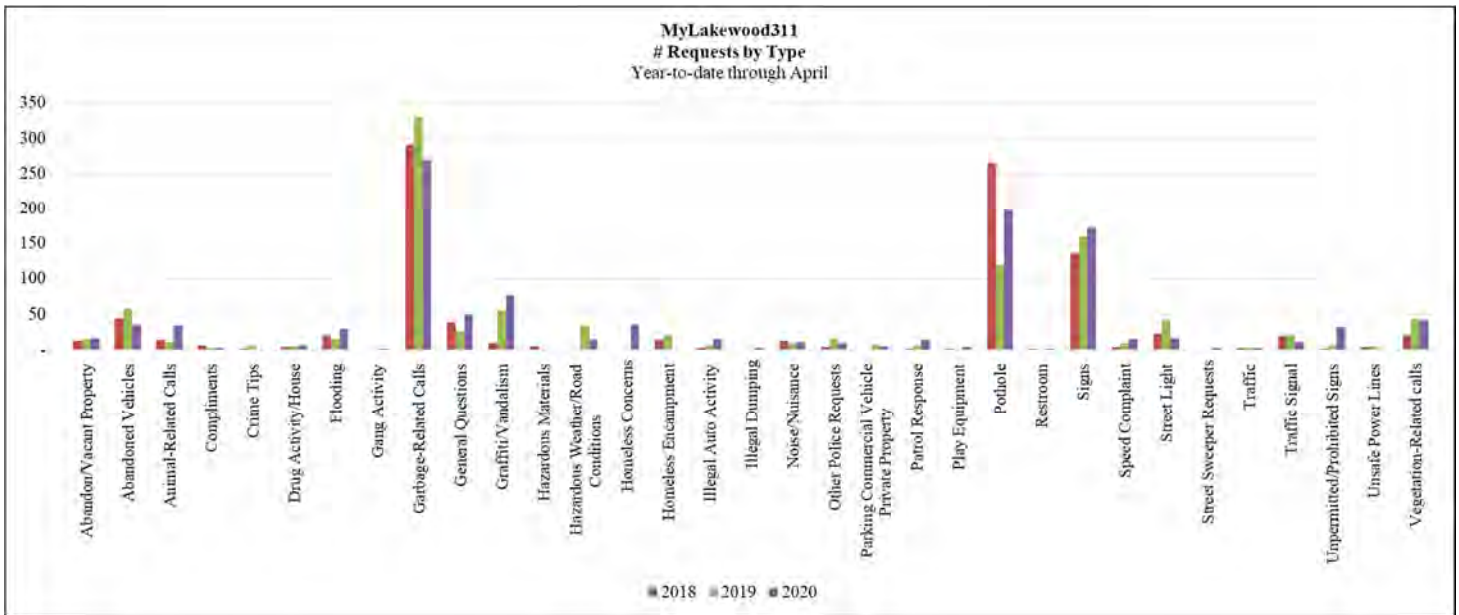
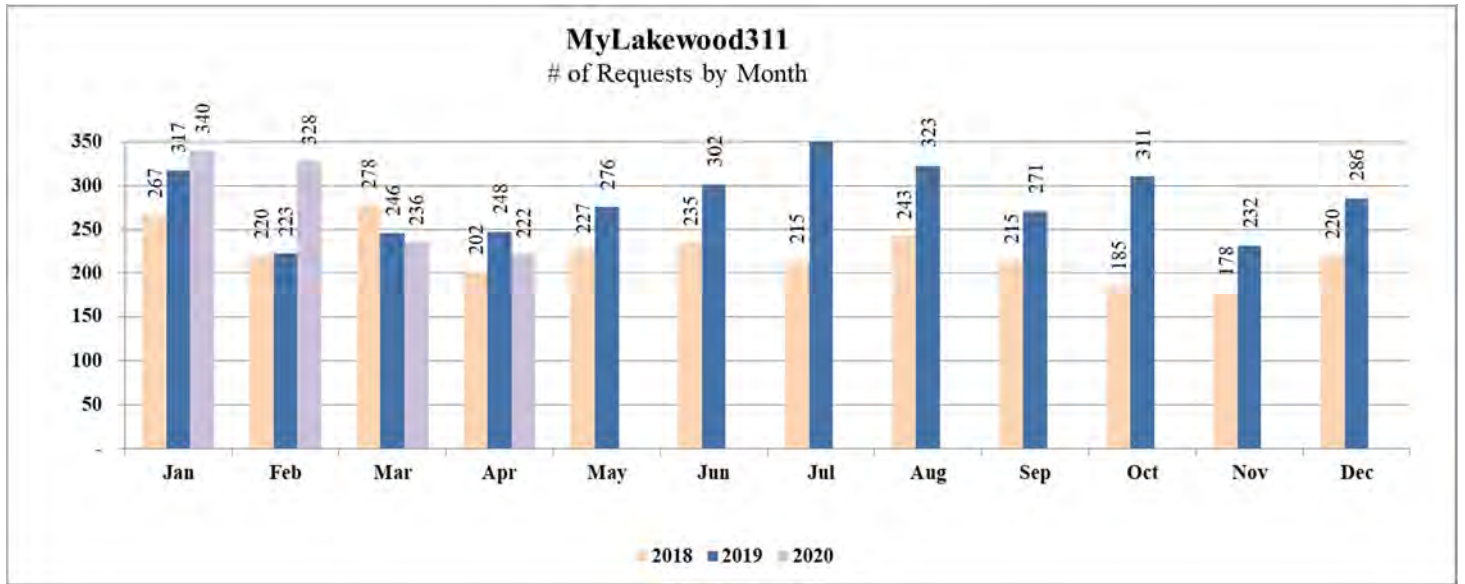
Performance Measure	Target	Quarter 1
Measure- Admin		
Cost Recovery % Target - Parks & Recreation	45 %	43%
Measure- Human Services		
Monthly average attendance at Lakewood Community Collaboration Meetings	40 each month	42
# of human services contracts Managed	25	25
Measure- Recreation		
\$ vendor sales generated from Farmers Market	\$140,000	na
# of partners at SummerFEST	50	20
\$ vendor fees generated from SummerFest	\$17,000	5700
\$ sponsorship, grants and in-kind service	\$70,000	\$30,000 inkind: \$8,000
Math Relay School/participants	8/240	COVID19
# of registered participants at SummerFEST Triathlon	200	na
Measure- Senior Center		
# of unduplicated seniors served	1,400	825
\$ revenue generated from grants, fees, donations & in-kind support	\$80,000	\$23,726
# of volunteer hours	1,300	362
Measure- Park Facilities		
# of special use permits generated at park site (not FSP)	160	3
Boat Launch Revenue	\$50,000	\$4,667
# of returning customers	20	3
Measure- Fort Steilacoom		
# of acres of open space to maintain	500	500
# of special use permits for park use	230	8
# of returning customers	25	7
Measure- Landscape		
# of sites maintained	38	45
# of special projects completed outside of regular maintenance schedule	10	7
Measure- Property Management		
# of square feet of coverage per building maintenance employee	158,615	158,615
# of unscheduled system failures	0	KONE for the Kendrick St. elevator and ASG for the LPD and CITY HALL.
# of service requests	400	128
SWM Operations & Maintenance		
# of City street curb miles swept	3,600	1,034
# of catch basins cleaned or inspected	3,400	1,240
# of hours of storm drain pipe video inspections recorded	900	6.5
# of linear feet of storm drain pipe cleaned	30,000	0
# of tons of sweeping and vactor waste disposed of	2,000	314
# of gallons of sweeping and vactor liquid waste disposed of	100,000	31,660
Measure- Street Operations and Maintenance		
# of MyLakewood311 service requests regarding street maintenance	NA	595
% of completed MyLakewood311 requests	100%	99%
# of potholes responded to	<275	164
# of reported downed signs	<400	143
# of traffic signal major equipment failures	<2	0
# of after hour call outs	<250	28

Public Works

Performance Measure	Target	Quarter 1
Measure- Transportation Capital		
# of traffic signals operated and maintained		69
# of City maintained street lights		2,372
Annual transportation capital funds administered		\$838,363
Amount of transportation grant funds awarded		\$0
Measure- Surface Water Management		
# of businesses/properties inspected for SWM compliance	400/yr	87
# of volunteer hours for water quality sampling	150/yr	6
Average turnaround time for 1st review - Site Development Permits	30 days	39
Average turnaround time for Right of Way Permits	5 days	6

MyLakewood311 # of Requests by Type					
YTD April					
Type	2018 YTD	2018 Total	2019 YTD	2019 Total	2020 YTD
Abandon/Vacant Property	13	47	15	55	16
Abandoned Vehicles	45	131	57	178	36
Animal-Related Calls	14	53	10	77	34
Compliments	6	11	3	13	3
Crime Tips	2	15	6	13	0
Drug Activity/House	4	14	5	16	6
Flooding	21	47	15	75	30
Gang Activity	0	3	2	8	2
Garbage-Related Calls	292	893	331	1187	270
General Questions	39	151	26	110	49
Graffiti/Vandalism	9	78	55	192	76
Hazardous Materials	5	16	2	8	0
Hazardous Weather/Road Conditions	0	0	34	52	14
Homeless Concerns	0	0	0	0	36
Homeless Encampment	14	40	21	105	0
Illegal Auto Activity	3	13	6	44	15
Illegal Dumping	0	0	0	0	3
Noise/Nuisance	13	35	9	26	10
Other Police Requests	4	24	16	54	9
Parking Commercial Vehicle Private Property	0	9	7	18	5
Patrol Response	1	7	6	31	14
Play Equipment	1	3	0	7	4
Pothole	266	371	119	263	198
Restroom	1	2	0	2	1
Signs	137	394	160	392	173
Speed Complaint	4	18	9	47	15
Street Light	23	65	42	83	16
Street Sweeper Requests	0	0	0	0	3
Traffic	3	11	3	17	3
Traffic Signal	20	71	21	86	11
Unpermitted/Prohibited Signs	2	17	6	80	32
Unsafe Power Lines	4	7	5	5	0
Vegetation-Related calls	21	139	43	162	42
Total	967	2,685	1,034	3,406	1,126





MyLakewood311 # of Requests by Type														
Year 2018														
Type	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD April	Total Annual
Abandon/Vacant Property	1	3	1	8	3	5	2	8	7	3	4	2	13	47
Abandoned Vehicles	5	10	19	11	17	15	8	8	7	15	7	9	45	131
Animal-Related Calls	2	3	5	4	4	11	3	8	4	4	4	1	14	53
Compliments	5	-	-	1	-	-	1	1	-	1	-	2	6	11
Crime Tips	1	-	-	1	1	2	2	1	1	2	4	-	2	15
Drug Activity/House	-	1	3	-	2	2	1	1	-	1	2	1	4	14
Flooding	10	6	4	1	1	1	2	2	3	1	5	11	21	47
Gang Activity	-	-	-	-	-	-	2	-	-	-	1	-	-	3
Garbage-Related Calls	63	67	99	63	83	80	82	86	80	67	58	65	292	893
General Questions	4	9	20	6	13	16	22	20	10	13	12	6	39	151
Graffiti/Vandalism	3	2	2	2	15	7	9	11	6	5	11	5	9	78
Hazardous Materials	1	2	-	2	-	2	1	1	-	-	4	3	5	16
Hazardous Weather/Road Conditions	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Homeless Concerns	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Homeless Encampment	-	3	9	2	5	3	1	8	5	1	2	1	14	40
Illegal Auto Activity	-	1	1	1	2	2	1	2	-	3	-	-	3	13
Illegal Dumping	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Noise/Nuisance	3	3	2	5	4	7	3	-	4	2	1	1	13	35
Other Police Requests	-	-	2	2	5	1	6	2	3	-	1	2	4	24
Parking Commercial Vehicle Private Property	-	-	-	-	3	1	-	-	4	-	1	-	-	9
Patrol Response	-	-	1	-	1	2	1	1	1	-	-	-	1	7
Play Equipment	-	-	1	-	1	1	-	-	-	-	-	-	1	3
Pothole	117	52	46	51	12	16	10	12	9	16	6	24	266	371
Restroom	-	1	-	-	-	-	1	-	-	-	-	-	1	2
Signs	30	38	44	25	20	26	25	29	47	29	32	49	137	394
Speed Complaint	1	2	1	-	4	2	2	2	3	1	-	-	4	18
Street Light	9	3	4	7	2	5	3	6	7	5	5	9	23	65
Street Sweeper Request	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Traffic	-	-	3	-	1	-	1	1	2	2	1	-	3	11
Traffic Signal	5	5	6	4	6	5	5	6	4	8	11	6	20	71
Unpermitted/Prohibited Signs	1	-	-	1	6	1	2	3	1	2	-	-	2	17
Unsafe Power Lines	2	2	-	-	-	-	1	-	2	-	-	-	4	7
Vegetation-Related calls	4	7	5	5	16	22	18	24	5	4	6	23	21	139
Total	267	220	278	202	227	235	215	243	215	185	178	220	967	2,685

MyLakewood311 # of Requests by Type														
Year 2019														
Type	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD April	Total Annual
Abandon/Vacant Property	3	2	9	1	8	5	5	8	4	3	5	2	15	55
Abandoned Vehicles	11	16	13	17	8	16	30	13	21	10	11	12	57	178
Animal-Related Calls	3	1	3	3	4	13	8	17	6	12	2	5	10	77
Compliments	2	1	-	-	-	3	1	2	1	2	-	1	3	13
Crime Tips	1	1	2	2	2	3	2	-	-	-	-	-	6	13
Drug Activity/House	-	2	1	2	3	2	1	1	1	1	-	2	5	16
Flooding	7	6	1	1		2	3		5	9	1	40	15	75
Gang Activity	1	1	-	-	-	-	1	-	-	-	4	1	2	8
Garbage-Related Calls	72	53	100	106	95	105	158	132	93	103	90	80	331	1,187
General Questions	11	7	7	1	8	13	8	12	8	15	10	10	26	110
Graffiti/Vandalism	9	19	19	8	30	17	17	17	11	16	8	21	55	192
Hazardous Materials	2	-	-		-	-	1	2	2	-	1	-	2	8
Hazardous Weather/Road Conditions	29	-	2	3	2	-	1	2	2	7	2	2	34	52
Homeless Concerns	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Homeless Encampment	5	-	5	11	7	12	15	15	10	2	14	9	21	105
Illegal Auto Activity	2	2	1	1	5	11	4	6	4	2	3	3	6	44
Illegal Dumping	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Noise/Nuisance	3	1	1	4	-	3	1	6	4	2	1	-	9	26
Other Police Requests	4	4	5	3	5	9	13	2	1	6	2	-	16	54
Parking Commercial Vehicle Private Property	1	2	2	2	-	1		3	2	2	1	2	7	18
Patrol Response	2	-	-	4	2	3	6	4	1	5	2	2	6	31
Play Equipment	-	-	-		1	2	1		1	1	1	-	-	7
Pothole	23	36	30	30	23	19	13	14	12	21	16	26	119	263
Restroom	-	-	-		-	-			-	-	-	2	-	2
Signs	75	38	20	27	31	25	27	31	34	38	18	28	160	392
Speed Complaint	1	1		7	11	1	8	5	9	2	-	2	9	47
Street Light	17	8	13	4	3	6	6	1	6	10	2	7	42	83
Street Sweeper Request	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Traffic	-	1	-	2	1	3	3	3	2	2	-	-	3	17
Traffic Signal	10	5	4	2	5	7	9	6	9	7	13	9	21	86
Unpermitted/Prohibited Signs	2	3	-	1	1	-	11	8	9	14	14	17	6	80
Unsafe Power Lines	3	2	-			-			-	-	-	-	5	5
Vegetation-Related calls	18	11	8	6	21	21	18	13	13	19	11	3	43	162
Total	317	223	246	248	276	302	371	323	271	311	232	286	1,034	3,406

MyLakewood311 # of Requests by Type													
Year 2020													
Type	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total YTD
Abandon/Vacant Property	3	7	5	1									16
Abandoned Vehicles	8	11	11	6									36
Animal-Related Calls	10	11	8	5									34
Compliments		1	1	1									3
Crime Tips													-
Drug Activity/House	1	1	-	4									6
Flooding	25	1	4	-									30
Gang Activity	2												2
Garbage-Related Calls	65	74	68	63									270
General Questions	8	9	12	20									49
Graffiti/Vandalism	25	17	23	11									76
Hazardous Materials													-
Hazardous Weather/Road Conditions	6	5		3									14
Homeless Concerns	12	11	6	7									36
Homeless Encampment													-
Illegal Auto Activity	4	1	2	8									15
Illegal Dumping	3												3
Noise/Nuisance	2	3	2	3									10
Other Police Requests		1	4	4									9
Parking Commercial Vehicle Private Property	1		3	1									5
Patrol Response	2	1	4	7									14
Play Equipment		1	2	1									4
Pothole	65	74	26	33									198
Restroom		1											1
Signs	63	53	29	28									173
Speed Complaint	5	3	4	3									15
Street Light	2	7	5	2									16
Street Sweeper Requests		3											3
Traffic			2	1									3
Traffic Signal	6	2	3										11
Unpermitted/Prohibited Signs	9	15	6	2									32
Unsafe Power Lines													-
Vegetation-Related calls	13	15	6	8									42
Total	340	328	236	222	-	-	-	-	-	-	-	-	1,126

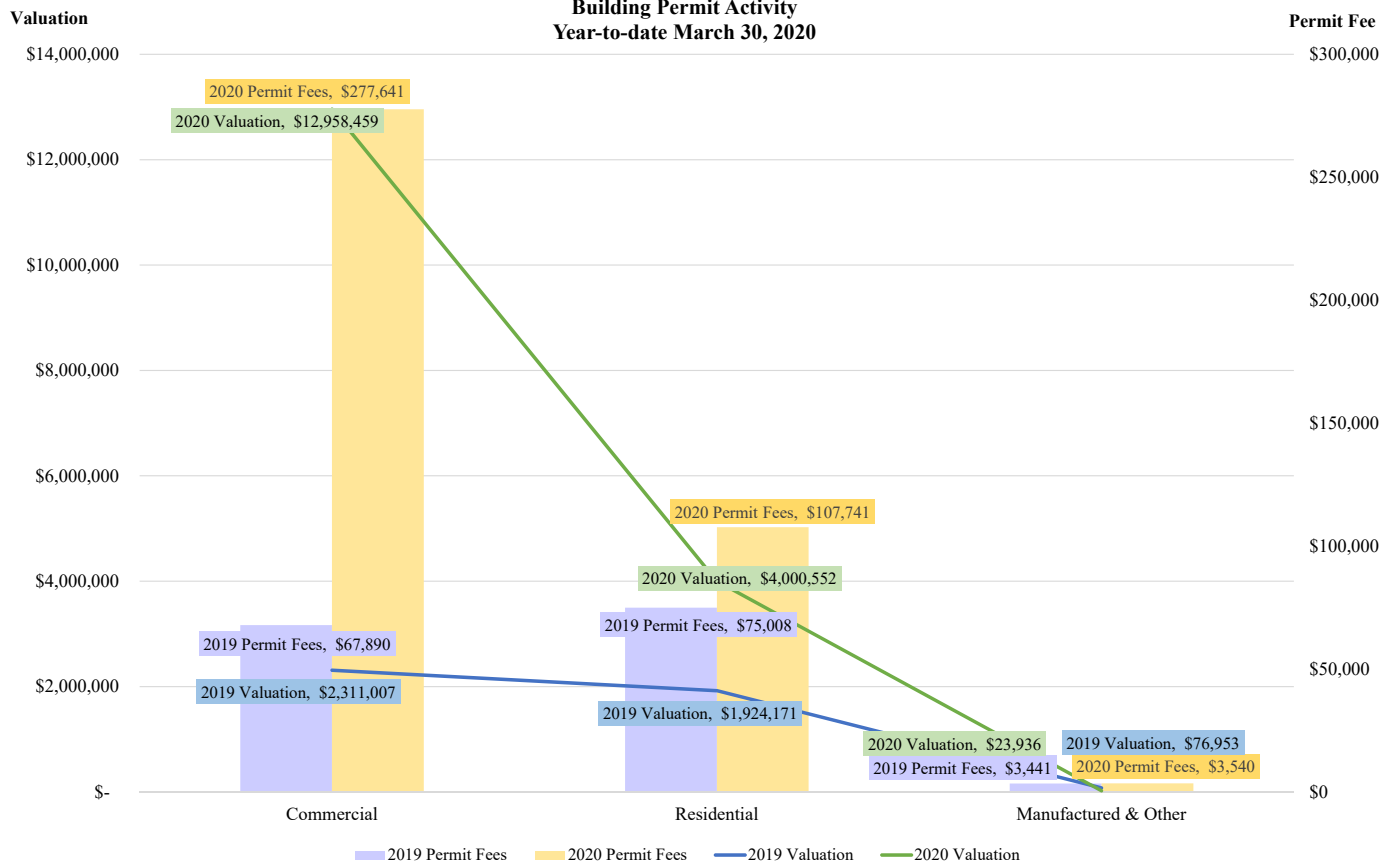
Building Permit Activity Report

Permit Type Description	2019 - Total Q1			2020 - Total Q1			2020 Change over 2019 Over/(Under)					
	# of Permits	Permit Fees	Valuation	# of Permits	Permit Fees	Valuation	# of Permits	41%	Permit Fees	309%	Valuation	461%
Commercial	92	\$ 67,890	\$ 2,311,007	130	\$ 277,641	\$ 12,958,459	38	41%	\$ 209,750	309%	\$ 10,647,451	461%
Commercial Addition	1	\$ 920	\$ 14,308	3	\$ 2,281	\$ 78,000	2	200%	\$ 1,361	148%	\$ 63,692	445%
Commercial Carport	-	\$ -	\$ -	1	\$ 499	\$ 8,800	1	n/a	\$ 499	n/a	\$ 8,800	n/a
Commercial Deck	-	\$ -	\$ -	1	\$ 901	\$ 17,981	1	n/a	\$ 901	n/a	\$ 17,981	n/a
Commercial Demolition Permit	3	\$ 891	\$ 98,000	3	\$ 687	\$ 90,500	0	0%	\$ (204)	-23%	\$ (7,500)	-8%
Commercial Gate	1	\$ 1,764	\$ 49,050	1	\$ 729	\$ 31,000	0	0%	\$ (1,035)	-59%	\$ (18,050)	-37%
Commercial Mechanical	20	\$ 8,629	\$ -	26	\$ 43,626	\$ -	6	30%	\$ 34,997	406%	\$ -	n/a
Comm Over-the-Counter Mechanical	5	\$ 982	\$ -	3	\$ 416	\$ -	(2)	-40%	\$ (566)	-58%	\$ -	n/a
Solar - Comm/Non-prescriptive Res	-	\$ -	\$ -	-	\$ -	\$ -	0	n/a	\$ -	n/a	\$ -	n/a
New Commercial Building	3	\$ 8,211	\$ 393,193	3	\$ 36,886	\$ 3,608,724	0	0%	\$ 28,676	349%	\$ 3,215,531	818%
New Commercial Bldg - Multi-Family	-	\$ -	\$ -	4	\$ 66,984	\$ 4,973,332	4	n/a	\$ 66,984	n/a	\$ 4,973,332	n/a
Commercial Plumbing	7	\$ 3,628	\$ -	22	\$ 47,426	\$ -	15	214%	\$ 43,799	1207%	\$ -	n/a
Commercial Swimming Pool/Spa	-	\$ -	\$ -	-	\$ -	\$ -	0	n/a	\$ -	n/a	\$ -	n/a
Comm over-the-counter plumbing	8	\$ 574	\$ -	3	\$ 210	\$ -	(5)	-63%	\$ (365)	-64%	\$ -	n/a
Commercial Retaining Wall	-	\$ -	\$ -	-	\$ -	\$ -	0	n/a	\$ -	n/a	\$ -	n/a
Commercial Remodel	34	\$ 33,347	\$ 1,326,132	36	\$ 67,951	\$ 3,786,966	2	6%	\$ 34,605	104%	\$ 2,460,833	186%
Commercial Re-roof	1	\$ 1,051	\$ 34,750	2	\$ 2,008	\$ 43,215	1	100%	\$ 957	91%	\$ 8,465	24%
Comm re-roof over-the-counter	6	\$ 6,656	\$ 343,534	10	\$ 5,109	\$ 257,679	4	67%	\$ (1,547)	-23%	\$ (85,855)	-25%
Commercial Window Replacement	-	\$ -	\$ -	-	\$ -	\$ -	0	n/a	\$ -	n/a	\$ -	n/a
Comm Window replacement OTC	3	\$ 1,238	\$ 52,040	12	\$ 1,927	\$ 62,262	9	300%	\$ 689	56%	\$ 10,222	20%
Residential	251	\$ 75,008	\$ 1,924,171	275	\$ 107,741	\$ 4,000,552	24	10%	\$ 32,732	44%	\$ 2,076,381	108%
Residential Accessory Structure	3	\$ 2,943	\$ 67,410	2	\$ 3,148	\$ 74,719	(1)	-33%	\$ 205	7%	\$ 7,309	11%
Residential Addition	7	\$ 8,506	\$ 270,611	5	\$ 9,387	\$ 375,169	(2)	-29%	\$ 881	10%	\$ 104,558	39%
Residential Accessory Dwelling Unit	-	\$ -	\$ -	1	\$ 1,678	\$ 24,875	1	n/a	\$ 1,678	n/a	\$ 24,875	n/a
Residential Demolition Permit	10	\$ 2,011	\$ 153,000	10	\$ 2,003	\$ 116,000	0	0%	\$ (8)	0%	\$ (37,000)	-24%
Residential Gate	-	\$ -	\$ -	-	\$ -	\$ -	0	n/a	\$ -	n/a	\$ -	n/a
Residential Mechanical	-	\$ -	\$ -	-	\$ -	\$ -	0	n/a	\$ -	n/a	\$ -	n/a
Res over-the-counter mechanical	64	\$ 4,846	\$ -	131	\$ 9,051	\$ -	67	105%	\$ 4,205	87%	\$ -	n/a
New Single Family Residence	2	\$ 8,360	\$ 435,034	5	\$ 15,206	\$ 935,091	3	150%	\$ 6,846	82%	\$ 500,058	115%
Residential Plumbing	2	\$ 310	\$ -	2	\$ 134	\$ -	0	0%	\$ (177)	-57%	\$ -	n/a
Res over-the-counter plumbing	19	\$ 1,069	\$ -	26	\$ 1,456	\$ -	7	37%	\$ 387	36%	\$ -	n/a
Residential Re-roof	-	\$ -	\$ -	-	\$ -	\$ -	0	n/a	\$ -	n/a	\$ -	n/a
Res re-roof over-the-counter	17	\$ 5,653	\$ 224,923	18	\$ 6,025	\$ 249,153	1	6%	\$ 372	7%	\$ 24,230	11%
Residential Remodel/Repair	40	\$ 34,849	\$ 709,436	48	\$ 54,569	\$ 2,028,633	8	20%	\$ 19,720	57%	\$ 1,319,196	186%
Solar - Residential Prescriptive OTC	-	\$ -	\$ -	-	\$ -	\$ -	0	n/a	\$ -	n/a	\$ -	n/a
Residential Window Replacement	4	\$ 769	\$ 10,205	1	\$ 624	\$ 18,000	(3)	-75%	\$ (145)	-19%	\$ 7,795	76%
Res Window replacement OTC	12	\$ 1,858	\$ 53,552	26	\$ 4,460	\$ 178,914	14	117%	\$ 2,602	140%	\$ 125,361	234%
WEB Residential Furnace	48	\$ 2,775	\$ -	-	\$ -	\$ -	(48)	-100%	\$ (2,775)	-100%	\$ -	n/a
WEB Residential Water Heater	23	\$ 1,058	\$ -	-	\$ -	\$ -	(23)	-100%	\$ (1,058)	-100%	\$ -	n/a
Manufactured Home	1	\$ 241	\$ 4,200	2	\$ 481	\$ 7,902	1	100%	\$ 240	99%	\$ 3,702	88%
Manufactured Home - residential lot	-	\$ -	\$ -	-	\$ -	\$ -	0	n/a	\$ -	n/a	\$ -	n/a
Manufactured Home - MH Park	-	\$ -	\$ -	-	\$ -	\$ -	0	n/a	\$ -	n/a	\$ -	n/a
Monument Sign	1	\$ 241	\$ 4,200	2	\$ 481	\$ 7,902	1	100%	\$ 240	99%	\$ 3,702	88%
Other	9	\$ 3,200	\$ 72,753	17	\$ 3,059	\$ 16,034	8	89%	\$ (141)	-4%	\$ (56,719)	-78%
Change of Use	-	\$ -	\$ -	6	\$ 1,104	\$ -	6	n/a	\$ 1,104	n/a	\$ -	n/a
Day Care	-	\$ -	\$ -	-	\$ -	\$ -	0	n/a	\$ -	n/a	\$ -	n/a
Pole Sign	1	\$ 966	\$ 30,679	-	\$ -	\$ -	(1)	-100%	\$ (966)	-100%	\$ (30,679)	-100%
Wall Sign	8	\$ 2,234	\$ 42,074	5	\$ 1,109	\$ 16,034	(3)	-38%	\$ (1,125)	-50%	\$ (26,040)	-62%
Adult Family Home	-	\$ -	\$ -	6	\$ 847	\$ -	6	n/a	\$ 847	n/a	\$ -	n/a
Universal Base Plan	-	\$ -	\$ -	-	\$ -	\$ -	0	n/a	\$ -	n/a	\$ -	n/a
	353	\$ 146,340	\$ 4,312,132	424	\$ 388,921	\$ 16,982,947	71	20%	\$ 242,581	166%	\$ 12,670,815	294%

Note:

- Reports generated in the permits module are based either on application date range or issued date range and are meant to show activity.
- At application a portion of the fees are collected with the balance being collected at issuance which could fall in two different reporting periods.
- The report is not intended to be a revenue report, rather it is intended to show the number and types of permits and information on what those permits generated overall in permit fees and valuation.
- The Building Permit Report only reflects the building division and does not include planning and public works.
- The revenue reported on this spreadsheet is based on issued permits and will never match the financial revenue report as it does not include monies collected on permits that have not yet been issued.

Building Permit Activity **Year-to-date March 30, 2020**



Annual Totals	2019 # Permits	2020 # Permits	2019 Permit Fees	2020 Permit Fees	2019 Valuation	2020 Valuation
Commercial	92	130	\$ 67,890	\$ 277,641	\$ 2,311,007	\$ 12,958,459
Residential	251	275	\$ 75,008	\$ 107,741	\$ 1,924,171	\$ 4,000,552
Manufactured & Other	10	19	\$ 3,441	\$ 3,540	\$ 76,953	\$ 23,936
Total	353	424	\$ 146,340	\$ 388,921	\$ 4,312,132	\$ 16,982,947

Property/Nuisance Abatement as of April 10, 2020

Owner Name	Location Address	Year Built	Tier 1 Projects *	Tier 2 Projects **	Active Abatement	Active Nuisance	Date Initiated	Complaint Date	Abatement Order Date	Date of Completion	Owner Completed	City Completed	City Expend	Description
GFS Chateau LLC	11402 105th Ave. SW, Lakewood, 98498	1980	CEDD	-	-	-	01/09/19	NA	01/25/19	01/25/19	X	-	\$ -	Owner paid tenant directly; no city funds expended (\$3,347.00).
Stockman Family Living Trust	9128 Moreland Ave. SW, Lakewood, 98498	1913	CEDD	-	-	-	12/06/18	12/11/2018	03/11/19	03/11/19	X	-	\$ 1,670.44	Single family house- fire. Property owner repaid city.
Reinhard Meier	14433 Union Ave. SW, Lakewood, 98498	1941	CEDD	-	-	-	10/25/18	11/8/2018	06/30/19	06/30/19	-	X	\$ 22,135.79	Dangerous sheds/ outbuildings and garbage. Owner repaid city full amount on 1/23/20.
Pham Phuong & LTMH LLC	5118 Seattle Ave. SW, Lakewood, 98499	1972	CEDD	-	-	-	02/08/18	NA	N/A	07/29/19	X	-	\$ -	Commercial structure and single family.
Nancy Burrington-Nuisance	8113 Sherwood Forest St. SW, Lakewood 98498	1961	CEDD	-	-	-	09/04/18	NA	09/12/18	08/01/19	X	-	\$ 703.33	Seven junk/inoperable vehicles & misc. debris. Owner repaid the city, 12/4/19 (\$717.40).
Janie Smith	232 Lake Louise Dr. SW, Lakewood, 98498	1924	CEDD	-	-	-	10/04/18	N/A	N/A	08/01/19	X	-	\$ -	Abandoned 2-story commercial structure.
Deborah Galler	8810 Rose Rd. SW, Lakewood, 98498	1938	CEDD	-	-	-	12/06/18	12/10/2018	01/30/19	10/04/19	X	-	\$ 2,777.60	Single family structure with junk vehicles. Owner repaid city full amount, 11/26/19 (\$2,777.60).
Gary Anderson	6821 150th St. SW, Lakewood, WA 98439	1922	CEDD	-	-	-	10/25/18	11/30/2018	1/2/2019	10/25/2019	-	X	\$ 24,906.73	Single family house (aka 5509 McChord)- fire.
William Chung/ BA & C Prop	3411 90th St. S, Lakewood, 98499	1916	CEDD	-	-	-	01/18/18	2/20/2018	3/15/2018	10/28/2019	-	X	\$ 6,000.00	Single family house fire (aka 8812 Rose Rd. SW). City expenditure was for tenant relocation.
Dameron Real Estate Hldgs, LLC	11225 Pacific Hwy SW, Lakewood, 98499	1940	CEDD	-	-	-	10/25/18	11/19/2018	1/2/2019	12/8/2019	X	-	\$ -	Multiple people living in boarding house .
EGU Washington Estates LLC	7123 146th St. SW, Lakewood 98439	1940	CEDD	-	-	-	08/01/19	N/A	N/A	11/30/2019	-	X	\$ 1,038.56	multiple single family residences. Fire/squatters
Integrity II LLC	5103 Filbert Ln. SW, Lakewood, 98499	1949	CEDD	-	-	-	07/11/19	N/A	11/5/2019	12/30/2019	-	X	\$ 1,662.32	Single family residence.
Olevit Properties LLC	10021 Meadow Rd. SW, Lakewood, 98499	1931	CEDD	-	-	-	01/09/19	N/A	N/A	12/30/2019	X	-	\$ -	single family residence. vacant/squatters
Jose Bonilla & Annie Gaines	14815 Woodbrook Dr. SW, Lakewood, 98439	1960	CEDD	-	-	-	04/04/19	5/16/2019	7/16/2019	12/30/2019	X	-	\$ -	single family residence. Vacant/squatters
Minje P. & Kyonghee K. Ghim	5509 Boston Ave. SW, Lakewood, 98499	1950	CEDD	-	-	-	12/03/18	12/19/2018	1/30/2019	3/2/2020	X	-	\$ -	single family residence. Fire/squatters
10506 Bridgeport Way SW LLC	10506 Bridgeport Way SW, Lakewood, 98499	1967	CEDD	-	-	-	01/11/19	1/25/2019	3/14/2019	2/18/2020	X	-	\$ -	2 story commercial building/5 dangerous apt units
Karwan Village LLC	2621 84th St. S. Lakewood, 98499	1967	CEDD	-	X	-	01/09/19	5/7/2019	7/9/2019		In process			mobile home park
WFC Lakewood Colonial LLC	9314-16 Bridgeport Way SW, Lakewood, 98499	1978	CEDD	-	X	-	11/15/18	5/16/2019	7/16/2019					old QFC
WFC Lakewood Colonial LLC	9320-30 Bridgeport Way SW, Lakewood, 98499	1965/78	CEDD	-	X	-	11/15/18	5/16/2019	7/16/2019					strip mall by QFC
National Retail Properties LP	6112 100th St. SW, Lakewood, 98499	1979	CEDD	-	X	-	05/16/19	6/24/2019	7/17/2019		in process			old Dennys
Isidro Chavelas & Ana Mederas/ Foster Grp	8203 32nd Ave. Ct. S, #46, Lakewood, 98499	1967	CEDD	-	X	-	05/17/19	7/25/19	8/20/2019		in process			mobile home. Fire
Lisa Lafave	8602 Maple St. SW, Lakewood, 98498	1917	CEDD	-	X	-	07/09/19	7/25/19	12/5/2019					garage

Property/Nuisance Abatement as of April 10, 2020

Owner Name	Location Address	Year Built	Tier 1 Projects *	Tier 2 Projects **	Active Abatement	Active Nuisance	Date Initiated	Complaint Date	Abatement Order Date	Date of Completion	Owner Completed	City Completed	City Expend	Description
Heirs/devisees of William G. Fugitt, Sr.	4824 101st St. SW, Lakewood, 98499	1950	CEDD	-	X	-	06/27/19	7/25/19	8/20/2019					sf residence. Squatters
Yong Sik & Soo Kyung Yun	8410 S Tacoma Way, Lakewood, 98499	1965	CEDD	-	X	-	06/06/19	7/25/19	10/21/2019		In process			commercial contractor yard/multiple SF residences
Popsy LLC	8113 Sherwood Forest St. SW, Lakewood 98498	1961	CEDD	-	X	-	07/31/19	8/6/10	10/4/2019					SF residence. Fire
C&D Land Corp	6922 146th St. SW, Lakewood, 98439	1932	CEDD	-	-	-	08/01/19	10/4/19	1/22/2019	3/2/2020	X	-	\$ 1,654.89	Garage. fire/squattters
C&D Land Corp	6918 146th St. SW, Lakewood, 98439	1955	CEDD	-	-	-	08/01/19	11/13/19	1/22/2019	3/2/2020	X	-	\$ 1,515.99	Garage. fire/squattters
C&D Land Corp	14601 Woodbrook Dr. SW, Lakewood, 98439	1969	CEDD	-	-	-	08/01/19	11/13/19	1/22/2019	3/2/2020	X	-	\$ 1,624.62	Garage. fire/squattters
Lindsey Strait	6401 Wildaire Rd. SW, Lakewood, 98499	1965	CEDD	-	X	-	08/16/19	10/24/19	11/17/2001	11/27/2019	In process			SF residence. Fire/squatters
Brady Louwien	12616 47th Ave. SW, Lakewood 98499	1908	CEDD	-	-	-	09/09/19	N/A	10/21/2019	2/4/2020	X	-	\$ -	Property maintenance (junk, debris, construction materials), junk vehicles, & items in the ROW.
Kennth & Donna Buster	7112 Foster Street SW	1939/1970	CEDD	-	X	-	10/30/19	12/23/19	2/6/2020		in process			Illegal conversion of garage into ADU; sewer contamination to Lake Steilacoom.
David & Mishaela Trullinger	8604 Maple Street SW	1917	CEDD	-	X	-	10/24/19	10/29/19	12/5/2019					Single family collapsing garage.
5408SBLVD LLC	5408 Steilacoom Blvd. SW. Lakewood, 98499	1927	CEDD	-	-	-	01/25/19	N/A	12/12/2019	2/4/2020	X	-	\$ -	Commervisl two-stort structure, garbage, junk, abandoned boat
Jonathan Chang	12632 Lincoln Ave. SW, Lakewood, 98499	1940	CEDD	-	-	X	01/09/20	N/A						Single family residence with 25 junk vehicles.
Homeownership Center of Tacoma	9006 Washington Blvd. SW. Lakewood, 98498	1950	CEDD	-	-	-	08/16/18	N/A	N/A	3/190/20	X	-	\$ -	Single family residnece and garage.
Moon & Jung Kim	12314 Pacific Hwy SW, Lake	1971	CEDD	-	X	-	01/09/20							Commercial property- abandoned/squatters
Mary Griffin	9230 Northlake Dr. SW, Lak	1940	CEDD	-	X	-	01/09/20							SF residence. Abandoned/squatters
Dirk Mayberry	9616 Gravelly Lake Dr. SW,	1955	CEDD	-	X	-	01/09/20							Commercial 2-story- graffiti/vehicle/trash/signs/fire code violations
Star Lite Swap Meet/Garage LLC (UP Auto Garage)	3512 S 84th St SW	1975/1993	-	CEO	-	X					X	-	\$ -	Illegal junk vehicle storage, possible illegal wrecking yard.
D M Warner	95 West Shore Avenue SW	1922	-	CEO	-	X				11/18/2019	X	-	\$ -	Junk vehicles, inoperable vehicles, junk, scrap and/or salvage materials, broken and/or discarded household goods, vehicle parts, chemical containers. As of Nov 18, some small piles of wood stacked. Overall condition of property looks good. No real visible code issues at this time. Case is
Hue T Ho	5014 101st Street SW	1950	-	CEO	TBD	TBD	03/30/17			11/14/2019	X	-	\$ -	Illegal construction, garbage, overgrown vegetation (Property remodeled).
Somerset Gardens LLC	5110 Chicago Ave SW	1977	-	CEO	TBD	TBD	07/19/18						\$ -	Unpermitted decks, poorly done siding replacement w/o permits, stairs failing.
A M Birkland	6118 120th St SW	1952	-	CEO			10/10/18				X	-	\$ -	Junk vehicles, debris.

Property/Nuisance Abatement as of April 10, 2020

Owner Name	Location Address	Year Built	Tier 1 Projects *	Tier 2 Projects **	Active Abatement	Active Nuisance	Date Initiated	Complaint Date	Abatement Order Date	Date of Completion	Owner Completed	City Completed	City Expend	Description
L & C Mendoza	6408 Steilacoon Blvd SW	1944	-	CEO	X	X	06/27/18			11/14/2019	X	-	\$ -	Hoarder house (Property remodeled).
Vasily Stepin	6411 150th St SW	1964	-	CEO	-	X	04/30/19				X	-	\$ -	Possible illegal private road; as of Nov. 18, no code or abatement issues.
Real Estate Essentials LLC	6623 Mount Tacoma Dr SW	1948	-	CEO	-	X	04/19/17			11/18/2019	X	-	\$ -	Property maintenance violations; debris (property in compliance)
Cedrona Park LLC	7110 146th St SW ; mobile home park	1964	-	CEO	X	-					In process			As of No 18, no code or abatement violations. Possible substandard carports. Park requires constant monitoring.
Setsuko Hartshorne	8407 Woodbourne Dr SW	0	-	CEO	X	X	05/05/17			11/18/2019	X			Dilapidated structures, junk vehicles; residence appears to be abandoned. Violations corrected. Case file is closed.
Henry & Elsiene Stockman	8518 92nd Street S	1961	-	CEO	-	X	12/26/18				In process			Three junk vehicles; CEO working with owner to obtain vehicle affidavits.
Stockman Family Trust	8610 Moreland Ave SW	1955	-	CEO	-	X	10/02/18				In process			Two junk vehicles; CEO working with owner to obtain vehicle affidavits.
M & K Stafford	9103 Veterans Dr SW	1991 (?)	-	CEO	X	X	06/01/15							Property maintenance, illegal construction ; vacant & unsafe building.
Unknown	9611 Kenwood Dr SW (problem w/address)	(?)	-	CEO	X	-	10/16/18							Abandoned SFR, illegal remodeling, unsecured, squatter issues. As of No 18, residence is occupied with no CE issues; however, possible illegal construction
Kashani Zahra Talaeipour	9724 South Tacoma Way	1950	-	CEO	TBD	TBD	01/00/00							Illegal construction.
A J & M C Lokeno	9827 American Ave SW	1927	-	CEO	X	-	10/18/18			11/18/2019	X	-	\$ -	Dilapidated outbuilding, abandoned SFR, roof in poor condition. As of Nov 18, older structure demolished & new residence is under construction. Case file has been closed.
Van Xu Do, Thi Tho Nguyen, & Duc Trung Do	10414 Occident St SW	1954	-	CEO	X	-				11/14/2019	X	-	\$ -	SFR damaged by fire (Property remodeled)
B D G & B C Mindoro	10522 47th Ave SW	1951	-	CEO	X	X	09/08/17			11/14/2019	X	-	\$ -	Hoarder house, electrical & plumbing violations; unsafe to occupy (Property remodeled).
Bernard Davis	11020 Military Road SW (problem w/address)	Vacant	-	CEO	-	?	Unknown							As of Nov 18, no visible issues. Property looks to be vacant. Database shows tree fell on neighbor's fence. Possible nuisance abatement for vegetation
Unknown	11918 Nyanza Rd SW	1895	-	CEO	X	-	03/09/18			11/18/2019	X	-	\$ -	Roof is leaking, sagging, & moldy; broken windows and openings into basement. As of Nov 18, building has been demolished & property cleaned. Owner is going through process to build on property. Case file is closed.
BA & C Property Management LLC	12020 Gravelly Lake Dr SW	1953	-	CEO	X	X					X	-	\$ -	Illegal conversion of a SFR into MF use.
Deborah Seibert	12619 Gravelly Lake Dr SW	1952	-	CEO	X	X	12/01/18			11/18/2019	X	-	\$ -	Hoarder house; multiple housing & health code violations. As of Nov 18, property may have new owner. Externally, property has no code issues, unless health and safety issues remain associated with past hoarding activities.

Property/Nuisance Abatement as of April 10, 2020

Owner Name	Location Address	Year Built	Tier 1 Projects *	Tier 2 Projects **	Active Abatement	Active Nuisance	Date Initiated	Complaint Date	Abatement Order Date	Date of Completion	Owner Completed	City Completed	City Expend	Description
Monica Smith	14927 W Thorne Ln SW	Vacant	-	CEO	-	X	05/31/19				X	-		Illegal outdoor storage, junk vehicles, property maintenance. As of Nov. 18, multiple infractions issued - no action on the part of the owner.
C J & L L Revocable Trust	15211 Fern St SW (possible problem w/address)	1949	-	CEO			08/10/16							Substantial building code violations. As of Nov 18, no action. Case is outstanding.
Jessie Garner	5105 Filbert Ln SW	1949	-	CEO	-	X	07/17/19							
Young Sik & Soo Kyung Yun	8414 South Tacoma Way	Vacant	-	CEO	-	X	06/06/19				X			Misc. garbage, junk, & tires. Minor violations; site is generally clean.
Tek Eun Yi	11618 Pacific Highway SW	Vacant	-	CEO	-	X	04/09/19				In process			Illegal vehicle storage.
Jonathin Chang	12632 Lincoln Ave SW	1940	-	CEO	-	X	02/02/19	2/2/20	3/31/2020					23 junk and/or inoperable vehicles.
U.S. Bank	8413 Veterans Drive SW	1949	-	CEO	-	X	12/5/19							Multiple junk & inoperative vehicles.
Total City Expenditures														\$ 65,690.27

* Tier 1 assignments are dangerous building abatements that are performed by the CED (Community and Economic Development Department)

** Tier 2 assignments are generally serious public nuisances (trash, garbage, junk vehicles, illegal businesses) performed by Police Department's Community Services Resource Team (CSRT code enforcement officers).

Sometimes dangerous building abatements overlap with public nuisances in which case the assignment goes to CED



To: Mayor and City Councilmembers
From: Tho Kraus, Assistant City Manager/Administrative Services
Through: John J. Caulfield, City Manager *John J. Caulfield*
Date: June 22, 2020
Subject: COVID-19 Financial Update

PURPOSE

A discussion of the potential impact of COVID19 on the City's finances occurred as part of the 2020 carry forward budget adjustment presentation at the April 27, 2020 City Council study session. We committed to follow-up with an updated financial forecast and scenarios for the current year 2020 through the upcoming biennium 2021/2022.

The following updates will be presented:

- Impact of COVID-19 pandemic on City General Fund revenues for 2020, 2021 and 2022 as part of three different scenarios;
- A continuation of the financing bridge strategy for 2020 that does not result in either elimination of services or a reduction in services while we wait for Congress to consider relief funds in support of local governments; and
- A synopsis of the type and magnitude of service cuts if Congressional relief is not provided in the next few months.

BACKGROUND

There is no doubt that these are unprecedented times for our economy, locally, regionally and nationally. Economic activity continues to weaken across the country, the result of the shutdown of the economy caused by COVID-19. Currently, there is not an end in sight for when the nation's faltering economy will fully open back up.

The result has been massive layoffs and furloughs, growing level of unemployment not seen since the Great Depression in the 1930s, a huge slowdown in consumer spending, and uncertain financial markets. Cities and counties throughout the country are feeling the impact of the situation. Lakewood is no exception. How this saga will unfold this year and beyond (e.g., 2021, 2022, 2023) is still unclear, however it is already showing to be very harmful to our local economy and the City's finances.

We must remember that this significant and devastating economic downturn was not caused by economic problems; it is the result of a global public health pandemic. The fact is that the economic fundamentals of our national, regional and local economy was quite strong and could recover more quickly than anyone could imagine or it could totally falter, thus our approach to evaluate three financing scenarios. Also, the \$2.2 trillion CARES Act coupled with another \$500 billion stimulus package (Phase 3.5) represents at least 10% of the total economic output of the annual US economy, which is a huge influx into the national economy.

Even when the economy begins to improve, it will be some time before our country will return to pre-March 2020 levels. While there are signs of recovery, our region is still in phase 2 of the State's Stay Home, Stay Healthy proclamation. True economic recovery cannot begin until phase 4, which may not occur until later this summer, at the earliest.

The difficulty for cities may just be beginning, since local government finances tend to lag behind changing economic conditions by 18 months to several years. For this reason, the worse effects of the economic downturn upon local governments may be 2021, and perhaps continue into 2022 and even 2023.

As we look into the future, we are beginning to focus on our recovery and what that will look like, specifically as it relates to City finances that in turn will impact service delivery. Two points to begin.

- First, we are not going to jump to conclusions without having some type of understanding or empirical data to support our assumptions. One challenge cities face is that good strong empirical data on revenue collections such as sales tax and state-shared revenues will not be available until later this summer/fall, given the lag in collecting, reporting and distribution by the State. Until that information is available later this summer and into the fall, we will be relying on our experiences post 9-11 and from the housing crisis from ten years ago as well as other economic downturns going back 30 years, though we already know this downturn will be more severe.
- Secondly, a key attribute of the City's financial successes in recent years are the adopted comprehensive financial policies that provide a vital framework for governance and decision-making, especially in regards to issues that substantively impact the City's finances. While these policies have served the City very well during our region's recent economic prosperity, they will also serve as the foundation for the City's recovery to a more sustainable financial future.

ACTION STRATEGIES

The 2019-2020 Biennial Budget adopted by City Council in November 2018 was prepared and finalized before anyone even knew of COVID-19. Despite this, the budget's conservative assumptions for revenue growth in 2020 will make our forecast even more conservative as we look out to 2021 and 2022. Because of this conservative approach, the City's 2019 finances ended in a much stronger position than originally projected.

On March 3, 2020, the City Manager issued a directive to pause all general government expenditures to address the projected decrease in General Fund revenues. As we begin to plan the development of the 2021-2022 Proposed Biennial Budget, priorities will focus on life/health/safety, legal mandates, and City Council goals and priorities. In the meantime, the March 3, 2020 directive will remain in place along with the following other action strategies to mitigate the downturn in our revenue collections for 2020 and into 2021 caused by the impact of COVID-19.

- All current and future vacant positions (regular full-time, regular part-time, limited term, temporary, interns, seasonal) will not be filled for the foreseeable future. There may be exceptions given funding sources, legal mandates and/or reporting requirements.
- All discretionary spending (i.e. supplies, travel, training, overtime, equipment, temporary help, etc.) are on hold indefinitely. Only those expenditures related to basic services (e.g., employee compensation; mandated training & certifications; basic services such as street maintenance, park maintenance, public safety, code enforcement, code compliance, ROW maintenance, street sweeping; and community outreach and information).
- Anything not covered above shall be approved in advance after review by the ACM/Administrative Services and City Manager.
- Fleet & equipment, information technology, and property management projects and replacement shall only include essential items as well as those that will be completed by December 31, 2020. All other projects

and purchases will be considered as part of the development of the 2021-2022 Proposed Biennial Budget dependent upon the state of the economy.

- Transportation, parks and sewer improvement projects will continue as planned for 2020 given these projects are funded with very limited general government funds.
- Excess real estate excise taxes (REET) will be set aside to offset any decrease in 2020 REET collections and to ensure payment of debt service in 2020 and 2021.

In addition to the directive and action strategies outlined above, we have also been reviewing the following options to address revenue losses in 2020, 2021 and 2022:

- Use of financial reserves or contingency accounts to temporarily maintain services

Although the City has funds set aside for unanticipated events (\$4.9 million), it is financially prudent to hold off on using all of these dollars at this time since these reserves are one-time funds and may be needed in 2021 and 2022 if the economy does not improve and/or if Congress does not provide the financial assistance currently under consideration for local governments. More importantly, the current economic conditions has created a huge structural problem in the General Fund, meaning the use of reserves now does not address the ongoing loss of tax revenues. In the meantime, we do have unanticipated fund balances totaling \$3.1 million that are recommended to be used to help with revenue shortfalls in 2020. However, the use of these funds will have an impact on funding one-time projects in 2021 and 2022, specifically in support of parks and transportation improvement projects.

- Reduction or elimination of operating programs

The City will need to consider changes in the delivery of services to include significant budget reductions unless there financial relief is provided by Congress. Without a federal stimulus bill that provides fiscal assistance to local governments, the City will have to reduce and/or eliminate programs given the revenue losses brought on by COVID-19. Included in this report is a summary of programs representing approximately 20% of the General Fund that has been identified for reduction or elimination given the projected revenue loss is approaching 15% annually.

- Reduction or elimination of capital improvement projects

The city's capital improvement projects for transportation, parks and sewers are funded primarily with revenue specific funding sources coupled with some limited one-time funds that are dedicated specifically for these types of projects and cannot be used for General Fund operating activities. Although a reduction in transportation and park improvement projects could temporarily save some money in the General Fund, doing so creates a higher cost in the long term because this infrastructure deteriorate at a faster rate as they age. In other words, if we delay or cancel these projects, we will have more expensive projects in the future. In addition, most projects for 2020 have been bid out or are the bid process. It will also eliminate our ability to leverage these resources with state and federal funds to continue to revitalize our basic infrastructure system in support of transportation and parks.

FEDERAL RELIEF

On the federal front, we have been in contact with our federal delegation communicating the projected negative economic impact to the City's finances. To date, the following legislation has been introduced by Congress that would provide financial relief to local governments:

- Earlier this spring, the House of Representatives introduced the Coronavirus Community Relief Act (HR 6467), new legislation to provide \$250 billion in stabilization funds for mid-sized local communities, cities, and towns under 500,000 population across the United States that are struggling amidst the COVID-19 pandemic. Local jurisdictions could use the funds for costs due to COVID-19 during March 1, 2020 to October 31, 2020. "Costs" are defined as "lost revenue, reimbursement for expenses already incurred, and

increases in costs reasonably believed to be the direct or indirect result of, or direct or indirect responses to circumstances caused by, the public health emergency with respect to the Coronavirus Disease 2019 (COVID-19).”

- In mid-May, the House introduced HR 6800, The HEROES Act, a \$3 trillion coronavirus relief bill that includes \$375 billion to assist local governments with the fiscal impacts from caused by COVID-19. According to the Speaker of the House Nancy Pelosi’s website, the City of Lakewood would receive \$28.5 million in 2020 and \$14.2 million in 2021 for a total of \$42.7 million
- Subsequent to the HEROES Act, the State and Municipal Assistance for Recovery and Transition (SMART) Act was introduced to the Senate by U.S. Senators Bill Cassidy, M.D. (R-LA) and Bob Menendez (D-NJ), which would provide \$500 billion in emergency funding to every state, county and community in the country. Monies would be distributed to states through three equally divided tranches based on population size, infection rates and revenue losses.

The latest update from Washington DC is that Congress may consider federal legislation to provide financial relief to local governments when both the House and Senate are in session during the first week of July.

FINANCIAL SCENARIOS

In the meantime, we have develop three financial scenarios illustrating what the impact COVID-19 will have on the City’s finances, specifically the general and street funds given these are the two funds that will be most negatively impacted. We also updated the City’s financial forecast for the coming biennium based on how we ended 2019 coupled with the strong local and regional economy, the pre-COVID-19 update. The strength of how we ended 2019 had the City very well positioned heading into 2021 and 2022. However, that is now all behind us.

We have developed three financial scenarios specific to impacts to the City’s General Fund:

- Scenario 1 (30% Probability)
Significant economic downturn in 2020 followed by recovery beginning in early 2021.

Scenario 1	2020	2021	2022
Total Projected Revenue Loss	(\$5,748,097)	(\$2,580,201)	\$647,124

- Scenario 2 (50% Probability)
Significant economic downturn in 2020 that continues into 2021 with recovery beginning in early 2022.

Scenario 2	2020	2021	2022
Total Projected Revenue Loss	(\$5,748,097)	(\$5,128,733)	(\$971,386)

- Scenario 3 (20% Probability)
Significant economic downturn in 2020 that continues through 2022 with recovery beginning in early 2023.

Scenario 3	2020	2021	2022
Total Projected Revenue Loss	(\$5,748,097)	(\$7,318,266)	(\$3,354,301)

Our current analysis, which is based on limited revenue collections through March/April 2020 shows a revenue decline in the General Fund totaling \$5.7 million or 14% in 2020, \$5.1 million or 12.6% in 2021 and \$971 thousand or 2.4% in 2022. This totals \$11.8 over the three year period, 2020 through 2022.

2020 BALANCING STRATEGY

The following 2020 proposed balancing strategy provides the City time without having to drastically cut or reduce services between now and later this year when better information will be available specific to actual revenue losses. This approach also provides a balancing strategy for 2020 as Congress contemplates legislation to provide financial assistance to local governments.

2020 Balancing Strategy	
Total General Fund Revenue Loss	(\$5,748,097)
Plus Increase in General Fund Subsidy to Street Fund due to Fuel Tax Revenue Loss	(\$195,397)
Less Decrease in Reserves Requirement Due to Decreased Revenues	\$705,484
Subtotal - Ending Fund Balance Deficit	(\$5,238,009)
Estimated Expenditure Savings	\$602,731
Excess Ending Fund Balance (portion of \$3,183,538)	\$2,335,278
Strategy - Interfund Loan from Fleet & Equipment Fund	\$2,300,000
Ending Fund Balance Deficit	\$0

NEXT STEPS

- Financial Forecast
 - Continue updating as new and updated information, specifically revenue collection trends becomes available
 - Begin evaluation of service reductions beginning later this year and into 2021 and 2022 biennium if federal relief funds are not provided by Congress in early July.
 - July and August
- Quarterly Financial Report
 - September 14, 2020 Study Session – 2nd Quarter, 2020
 - December 14, 2020 Study Session – 3rd Quarter, 2020
- 2021/2022 Proposed Biennial Budget
 - October 5, 2020 Regular Meeting – Presentation of the Proposed Budget
 - October 7, 2020 Special Meeting– Department Budget Presentation
 - October 14, 2020 Special Meeting – Department Budget Presentations
 - November 2, 2020 Regular Meeting – Public Hearing
 - November 9, 2020 Study Session – Review of Proposed Biennial Budget (tentative, as needed)
 - November 18, 2020 Regular Meeting – Adoption
- 2020 Year-End Budget Adjustment
 - October 26, 2020 Study Session – Review
 - November 2, 2020 Regular Meeting – Public
 - November 18, 2020 Regular Meeting – Adoption

Note – the above schedule is subject to change.

2021/2022 BIENNIAL BUDGET ASSUMPTIONS - PERSONNEL

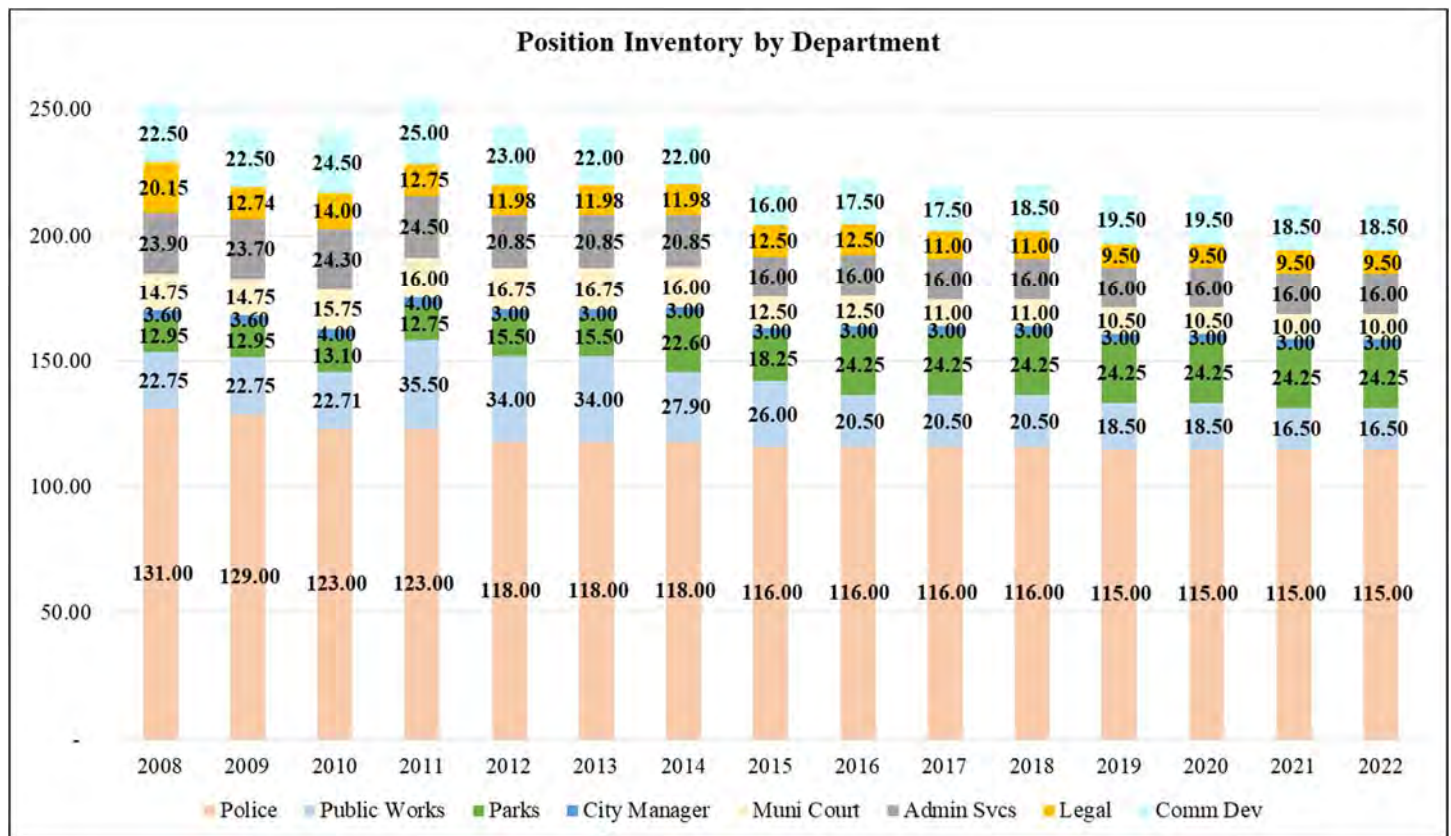
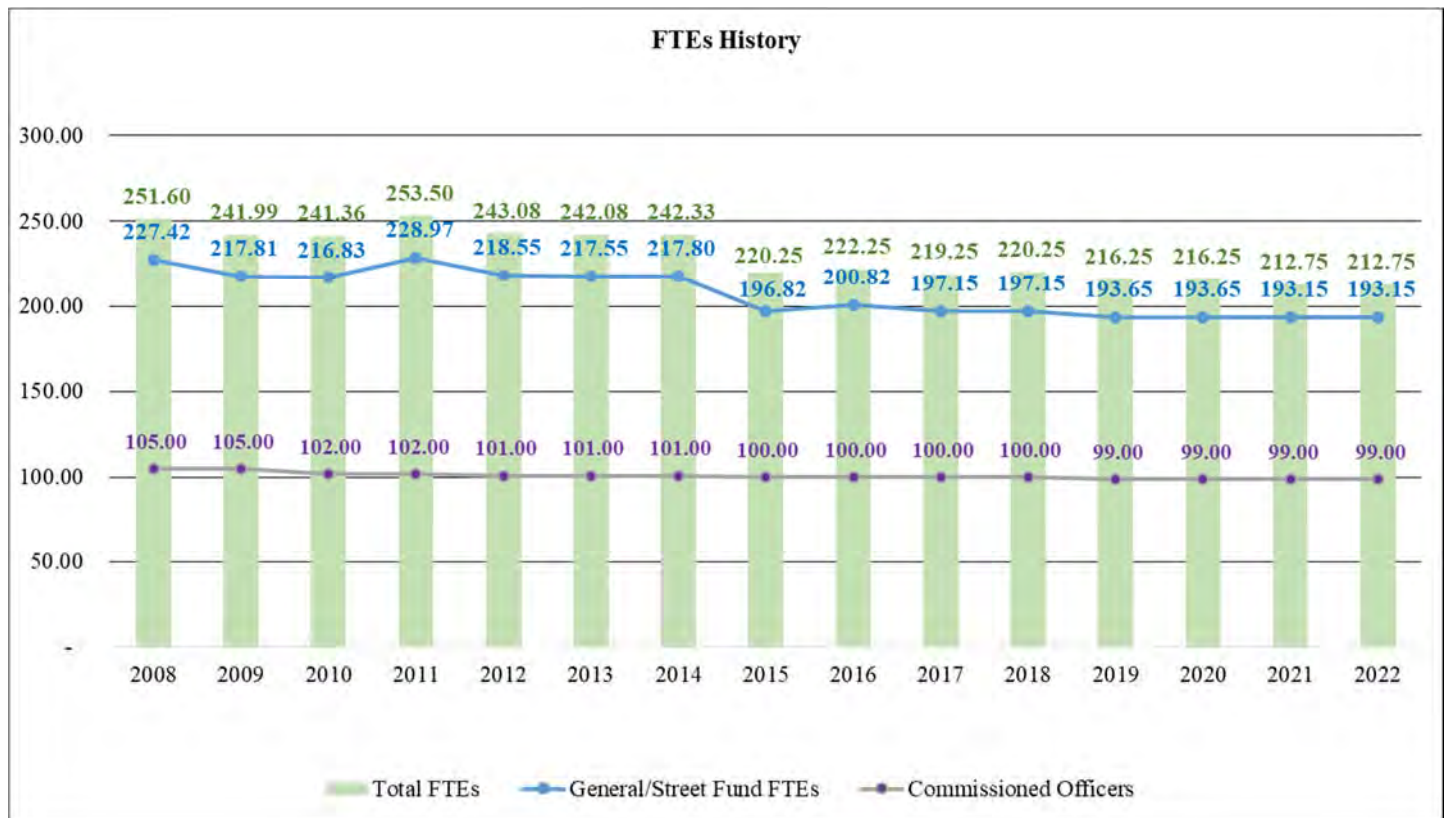
The current 2021/2022 forecast assumes all regular and full-time employees identified in the 2019/2020 budget are included. This equates to 212.75 FTEs for all funds.

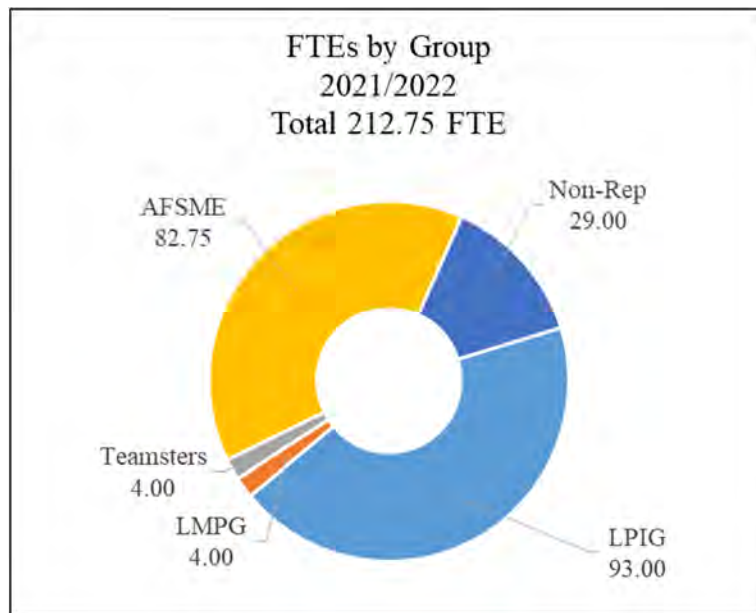
Limited term positions authorized through 2020 and are not included in the 2021/2022 forecast include:

- 0.50 FTE Municipal Court Clerk (General Fund)
- 1.0 FTE Abatement/Rental Housing Safety Program Coordinator (Abatement/RHSP Fund)
- 1.0 FTE Construction Inspector (0.25 FTE in SWM Fund / 0.75 FTE in Transportation CIP Fund)
- 1.0 FTE Associate Engineering Technician (Transportation CIP Fund)

CITY-WIDE POSITION INVENTORY- By Department															
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
City Manager	3.60	3.60	4.00	4.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Muni Court	14.75	14.75	15.75	16.00	16.75	16.75	16.00	12.50	12.50	11.00	11.00	10.50	10.50	10.00	10.00
Admin Svcs	23.90	23.70	24.30	24.50	20.85	20.85	20.85	16.00	16.00	16.00	16.00	16.00	16.00	16.00	16.00
Legal	20.15	12.74	14.00	12.75	11.98	11.98	11.98	12.50	12.50	11.00	11.00	9.50	9.50	9.50	9.50
Comm Dev	22.50	22.50	24.50	25.00	23.00	22.00	22.00	16.00	17.50	17.50	18.50	19.50	19.50	18.50	18.50
Parks	12.95	12.95	13.10	12.75	15.50	15.50	22.60	18.25	24.25	24.25	24.25	24.25	24.25	24.25	24.25
Public Works	22.75	22.75	22.71	35.50	34.00	34.00	27.90	26.00	20.50	20.50	20.50	18.50	18.50	16.50	16.50
Police	131.00	129.00	123.00	123.00	118.00	118.00	118.00	116.00	116.00	116.00	116.00	115.00	115.00	115.00	115.00
Total All Funds	251.60	241.99	241.36	253.50	243.08	242.08	242.33	220.25	222.25	219.25	220.25	216.25	216.25	212.75	212.75

CITY-WIDE POSITION INVENTORY - By Fund															
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
City Manager	3.60	3.60	4.00	4.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Muni Court	14.75	14.75	15.75	16.00	16.75	16.75	16.00	12.50	12.50	11.00	11.00	10.50	10.50	10.00	10.00
Admin Svcs	23.90	23.70	24.30	24.50	20.85	20.85	20.85	16.00	16.00	16.00	16.00	16.00	16.00	16.00	16.00
Legal	20.15	12.74	14.00	12.75	11.98	11.98	11.98	12.50	12.50	11.00	11.00	9.50	9.50	9.50	9.50
Comm Dev	18.85	18.85	20.50	21.00	19.00	18.00	18.00	12.00	13.50	13.50	13.50	13.50	13.50	13.50	13.50
Parks	12.95	12.95	13.10	12.75	15.50	15.50	22.60	18.25	24.25	24.25	24.25	23.75	23.75	23.75	23.75
Public Works	2.22	2.22	2.18	14.97	13.47	13.47	7.37	6.57	3.07	2.40	2.40	2.40	2.40	2.40	2.40
Police	131.00	129.00	123.00	123.00	118.00	118.00	118.00	116.00	116.00	116.00	116.00	115.00	115.00	115.00	115.00
Subtotal General Fund	227.42	217.81	216.83	228.97	218.55	217.55	217.80	196.82	200.82	197.15	197.15	193.65	193.65	193.15	193.15
RHSP/Abate	-	-	-	-	-	-	-	-	-	-	1.00	2.00	2.00	1.00	1.00
SSMCP	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
CDBG	1.65	1.65	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Transp CIP	7.91	7.91	7.91	7.91	7.91	7.91	7.91	8.11	6.11	10.10	10.10	7.85	7.85	6.10	6.10
SWM	12.62	12.62	12.62	12.62	12.62	12.62	12.62	11.32	11.32	8.00	8.00	8.75	8.75	8.50	8.50
Subtotal Other Funds	24.18	24.18	24.53	24.53	24.53	24.53	24.53	23.43	21.43	22.10	23.10	22.60	22.60	19.60	19.60
Total All Funds	251.60	241.99	241.36	253.50	243.08	242.08	242.33	220.25	222.25	219.25	220.25	216.25	216.25	212.75	212.75





The forecast does not assume any adjustments for unsettled or expired collective bargaining contracts.

AFSCME

- Includes 82.75 FTEs
- Current contract expired, negotiations in progress.
- Previous contract period is for January 1, 2017 through December 31, 2019.
- Projected for step increases only in 2021/2022; does not include COLA.

Teamsters

- Includes 4.0 FTEs
- Current contract period is for January 1, 2019 through December 31, 2021.
- Projected for step increases and 2.5% COLA in 2021 in accordance with contract.

LPIG (Lakewood Police Independent Guild)

- Includes 93.00 FTEs
- Current contract period is for January 1, 2016 through December 31, 2021.
- Projected for step increases only in 2021/2022; does not include COLA.

LMPG (Lakewood Management Independent Guild)

- Includes 4.00 FTEs
- Current contract period is for January 1, 2020 through December 31, 2022.
- Projected for step increases and 3% COLA increase in 2021 and 3% COLA increase in 2022 in accordance with contract.

Non-Represented

- Includes 29.00 FTEs
- Projected for step increases only in 2021/2022; does not include COLA.

The 2021/2022 forecast also includes a 10% increase for medical and 3% increase for orthodontia, vision, and dental. The projections for each position was completed in advance of AWC announcing their preliminary (subject to change) 2021 projected rates of 7% to 11% increase for medical, 0% to 3% for dental and no increase for vision.

SCENARIOS – GENERAL FUND

The focus of the analysis is on the General Fund, the City's main operating fund and includes an analysis of the Street Operations & Maintenance Fund since the fund is over 50% of the fund is subsidized by the General Fund.

The current 2021/2022 forecast includes the following contributions to other funds:

- \$700,000 to Transportation CIP
- \$80,000 to Parks CIP
- \$50,000 to SSMCP
- \$35,000 in support of Property Abatement

Summary of Scenarios

A forecast of Pre-Covid19 shows the City is in a strong position with operating revenues exceeding operating expenditures by \$681K in 2020, \$273K in 2021 and \$338K in 2022 and ending fund balance exceeding reserve requirements by \$3.7M in 2020, \$3.1M in 2021 and \$2.5M in 2020. Scenarios due to the pandemic paint a substantially different picture as shown in the second table below.

Note:

The "Perfect World / Pre-COVID 19 2020 year-end operating expenditure estimate of \$39,944,576 is lower than the amount shown under Scenarios 1-3 of \$40,119,176. The reason for the expenditure increase is due primarily to the additional General Fund subsidy to the Street O&M Fund resulting from a decrease in fuel tax revenue.

		PERFECT WORLD / PRE-COVID19		
001 GENERAL FUND	2020 Revised Budget	2020 YND	2021 Est	2022 Est
Operating Revenue	\$40,087,923	\$40,625,959	\$40,550,240	\$41,135,017
Operating Expenditures	\$39,923,781	\$39,944,576	\$40,277,448	\$40,796,908
OPERATING INCOME (LOSS)	\$164,142	\$681,383	\$272,792	\$338,109
Other Financing Sources	\$40,808,386	\$41,371,422	\$40,650,490	\$41,235,317
Other Financing Uses	\$42,571,357	\$42,592,153	\$41,266,198	\$41,765,658
Total Revenues and Other Sources	\$40,808,386	\$41,371,422	\$40,650,490	\$41,235,317
Total Expenditures and other Uses	\$42,571,357	\$42,592,153	\$41,266,198	\$41,765,658
Beginning Fund Balance:	\$9,874,049	\$9,874,049	\$8,653,318	\$8,037,610
Ending Fund Balance:	\$8,111,077	\$8,653,318	\$8,037,610	\$7,507,269
EFB Reserved - Total Target 12% of Gen/Street Oper Rev	\$4,927,539	\$4,989,607	\$4,980,629	\$5,050,802
Excess EFB Reserved For for 1-Time Use	\$3,183,538	\$3,663,711	\$3,056,981	\$2,456,467
Ending Fund Balance Deficit	\$0	\$0	\$0	\$0

Scenario 1 (50% Probability): Downturn 2020 / Recovery Early 2021

		SCENARIO 1 (30% Probability) Downturn 2020 / Recovery Early 2021		
	2020 Revised Budget	2020 YND	2021 Est	2022 Est
001 GENERAL FUND				
OPERATING REVENUES:				
Taxes	\$28,604,900	\$23,866,600	\$26,997,100	\$29,627,800
Property Tax	7,400,000	6,660,000	7,861,200	7,968,400
Local Sales & Use Tax	10,630,000	8,800,000	9,405,000	10,659,000
Sales/Parks	650,900	531,200	609,300	690,500
Brokered Natural Gas Use Tax	40,000	32,000	36,000	40,000
Criminal Justice Sales Tax	1,166,200	962,400	1,104,300	1,251,500
Admissions Tax	496,000	101,000	257,500	360,500
Utility Tax	5,415,800	4,296,000	4,929,300	5,552,900
Leasehold Tax	5,000	4,000	4,500	5,000
Gambling Tax	2,801,000	2,480,000	2,790,000	3,100,000
Franchise Fees	4,335,700	4,270,000	4,398,000	4,530,100
Development Service Fees	1,744,000	1,656,800	1,673,100	1,778,600
Licenses & Permits	421,525	319,600	359,600	399,500
Business License	276,525	221,200	248,900	276,500
Alarm Permits & Fees	105,000	67,200	75,600	84,000
Animal Licenses	40,000	31,200	35,100	39,000
State Shared Revenues	1,178,900	916,000	1,030,500	1,145,000
Criminal Justice	154,000	134,400	151,200	168,000
Criminal Justice High Crime	241,800	130,400	146,700	163,000
Liquor Excise Tax	291,700	264,000	297,000	330,000
Liquor Board Profits	491,400	387,200	435,600	484,000
Intergovernmental	424,134	420,689	492,085	561,710
Police FBI, SS911 & Other Misc	15,000	21,600	24,300	27,000
Police-Animal Svcs - Steilacoom & DuPont	50,245	40,200	46,000	52,000
Muni Court-University Place Contract	251,187	251,187	250,290	286,443
Muni Court-Town of Steilacoom Contract	72,137	72,137	92,700	106,090
Muni Court-City of Dupont	35,565	35,565	78,795	90,177
Charges for Services & Fees	1,467,700	1,281,800	1,400,400	1,430,500
Parks & Recreation Fees	313,700	144,400	259,300	288,200
Police - Various Contracts	11,500	5,400	7,900	8,800
Police - Towing Impound Fees	12,000	1,500	2,700	3,000
Police - Extra Duty	775,000	775,000	775,000	775,000
Police - Western State Hospital Comm Policing	355,500	355,500	355,500	355,500
Fines & Forfeitures	1,483,400	1,265,900	1,409,200	1,483,400
Municipal Court	783,400	665,900	744,200	783,400
Photo Infraction	700,000	600,000	665,000	700,000
Miscellaneous/Interest/Other	142,964	121,700	108,500	114,200
Interfund Transfers - From SWM	284,700	284,700	284,700	284,700
Subtotal Operating Revenues	\$40,087,923	\$34,403,789	\$38,153,185	\$41,355,510
% Revenue From 2020 Budget / Prior Year	-5.22%	-14.18%	10.90%	8.39%
OPERATING EXPENDITURES:				
City Council	155,073	155,073	155,087	155,104
City Manager	735,971	735,971	721,724	725,208
Municipal Court	2,165,074	2,165,074	2,101,275	2,128,126
Administrative Services	1,877,297	1,877,297	1,935,721	1,961,970
Legal	1,688,196	1,688,196	1,790,613	1,760,986
Community & Economic Development	2,353,919	2,353,919	2,347,177	2,396,124
Parks, Recreation & Community Services	2,986,335	2,986,334	3,047,539	3,081,171
Police	25,950,745	25,950,745	25,987,359	26,352,277
Non-Departmental	133,960	133,960	133,960	133,960
Transfer To Fund 101 Street O&M	1,400,723	1,596,120	1,717,000	1,623,000
Transfer To Fund 105 RHSP/Abatement Program	35,000	35,000	35,000	35,000
Transfer To Fund 201 GO Bond Debt Service	441,487	441,487	448,493	445,481
Subtotal Operating Expenditures	\$39,923,781	40,119,176	\$40,420,948	\$40,798,407
% Expenditure Change over Prior Year	3.62%	0.49%	0.75%	0.93%
OPERATING INCOME (LOSS)	\$164,142	(\$5,715,387)	(\$2,267,763)	\$557,103
As a % of Operating Expenditures	0.41%	-14.25%	-5.61%	1.37%

Scenario 1 (50% Probability): Downturn 2020 / Recovery Early 2021 (continued)

		SCENARIO 1 (30% Probability) Downturn 2020 / Recovery Early 2021		
001 GENERAL FUND	2020 Revised Budget	2020 YND	2021 Est	2022 Est
OTHER FINANCING SOURCES:				
Grants, Donations/Contrib	720,463	656,500	75,000	100,000
Transfer In - Fund 501 Fleet & Equipment	-	-	-	-
Subtotal Other Financing Sources	\$720,463	656,500	75,000	100,000
OTHER FINANCING USES:				
Municipal Court	131,752	131,752	-	-
City Council	-	-	-	-
City Manager	17,830	17,830	-	-
Administrative Services & I/S Charges to Be Allocated	42,702	42,702	159,000	139,000
Legal/Clerk	71,138	71,138	-	-
Community & Economic Development	527,735	527,735	-	-
Parks, Recreation & Community Services	301,848	301,848	-	-
Police	508,777	508,777	-	-
Transfer Out - Fund 101 Street	243,119	243,119	-	-
Transfer Out - Fund 105 Property Abatement/RHSP	50,000	50,000	-	-
Transfer Out - Fund 106 Public Art	-	-	-	-
Transfer Out - Fund 192 SSMCP	50,000	50,000	50,000	50,000
Transfer Out - Fund 301 Parks CIP	282,129	282,129	80,000	80,000
Transfer Out - Fund 302 Transportation CIP	393,547	393,547	700,000	700,000
Transfer Out - Fund 311 Sewer	27,000	27,000		
Subtotal Other Financing Uses	\$2,647,577	2,647,577	989,000	969,000
Total Revenues and Other Sources	\$40,808,386	\$35,060,289	\$38,228,185	\$41,455,510
Total Expenditures and other Uses	\$42,571,357	\$42,766,753	\$41,409,948	\$41,767,407
Beginning Fund Balance:	\$9,874,049	\$9,874,049	\$2,167,585	(\$1,014,178)
Ending Fund Balance:	\$8,111,077	\$2,167,585	(\$1,014,178)	(\$1,326,075)
EFB (Ending Fund Balance) as a % of Gen/Street Oper Rev	19.8%	6.2%	-2.6%	-3.1%
EFB Reserved - Total Target 12% of Gen/Street Oper Rev	\$4,927,539	\$4,222,055	\$4,675,762	\$5,077,261
2% Contingency Reserves	\$821,256	\$703,676	\$779,294	\$846,210
5% General Fund Reserves	\$2,053,141	\$1,759,189	\$1,948,234	\$2,115,526
5% Strategic Reserves	\$2,053,141	\$1,759,189	\$1,948,234	\$2,115,526
Excess EFB Reserved For for 1-Time Use	\$3,183,538	\$3,183,538	\$3,183,538	\$3,183,538
Ending Fund Balance Deficit	-	(\$5,238,009)	(\$8,873,479)	(\$9,586,875)

Scenario 1 (50% Probability): Downturn 2020 / Recovery Early 2021 (continued)

		SCENARIO 1 (30% Probability) Downtown 2020 / Recovery Early 2021		
001 GENERAL FUND Operating Revenue Change From Prior Year	2020 Revised Budget	2020 YND	2021 Est	2022 Est
Taxes - \$	(\$1,592,557)	(\$4,738,300)	\$3,130,500	\$2,630,700
Taxes - %	-5.3%	-16.6%	13.1%	9.7%
Property Tax - \$	240,557	(740,000)	1,201,200	107,200
Property Tax - %	3.4%	-10.0%	18.0%	1.4%
Local Sales & Use Tax - \$	(1,325,004)	(1,830,000)	605,000	1,254,000
Local Sales & Use Tax - %	-11.1%	-17.2%	6.9%	13.3%
Sales/Parks - \$	(12,755)	(119,700)	78,100	81,200
Sales/Parks - %	-1.9%	-18.4%	14.7%	13.3%
Brokered Natural Gas Use Tax - \$	(10,477)	(8,000)	4,000	4,000
Brokered Natural Gas Use Tax - %	-20.8%	-20.0%	12.5%	11.1%
Criminal Justice Sales Tax - \$	(12,858)	(203,800)	141,900	147,200
Criminal Justice Sales Tax - %	-1.1%	-17.5%	14.7%	13.3%
Admissions Tax - \$	(8,879)	(395,000)	156,500	103,000
Admissions Tax - %	-1.8%	-79.6%	155.0%	40.0%
Utility Tax - \$	(159,551)	(1,119,800)	633,300	623,600
Utility Tax - %	-2.9%	-20.7%	14.7%	12.7%
Leasehold Tax - \$	(4,779)	(1,000)	500	500
Leasehold Tax - %	-48.9%	-20.0%	12.5%	11.1%
Gambling Tax - \$	(298,813)	(321,000)	310,000	310,000
Gambling Tax - %	-9.6%	-11.5%	12.5%	11.1%
Franchise Fees - \$	190,562	(65,700)	128,000	132,100
Franchise Fees - %	4.6%	-1.5%	3.0%	3.0%
Development Service Fees - \$	(5,026)	(87,200)	16,300	105,500
Development Service Fees - %	-0.3%	-5.0%	1.0%	6.3%
Licenses & Permits - \$	5,851	(101,925)	40,000	39,900
Licenses & Permits - %	1.4%	-24.2%	12.5%	11.1%
Business License - \$	(15,964)	(55,325)	27,700	27,600
Business License - %	-5.5%	-20.0%	12.5%	11.1%
Alarm Permits & Fees - \$	20,652	(37,800)	8,400	8,400
Alarm Permits & Fees - %	24.5%	-36.0%	12.5%	11.1%
Animal Licenses - \$	1,163	(8,800)	3,900	3,900
Animal Licenses - %	3.0%	-22.0%	12.5%	11.1%
State Shared Revenues - \$	34,527	(262,900)	114,500	114,500
State Shared Revenues - %	3.0%	-22.3%	12.5%	11.1%
Criminal Justice - \$	(13,506)	(19,600)	16,800	16,800
Criminal Justice - %	-8.1%	-12.7%	12.5%	11.1%
Criminal Justice High Crime - \$	79,023	(111,400)	16,300	16,300
Criminal Justice High Crime - %	48.5%	-46.1%	12.5%	11.1%
Liquor Excise Tax - \$	(38,576)	(27,700)	33,000	33,000
Liquor Excise Tax - %	-11.7%	-9.5%	12.5%	11.1%
Liquor Board Profits - \$	7,594	(104,200)	48,400	48,400
Liquor Board Profits - %	1.6%	-21.2%	12.5%	11.1%
Intergovernmental - \$	(103,952)	(3,445)	71,396	69,625
Intergovernmental - %	-19.7%	-0.8%	17.0%	14.1%
Police FBI, SS911 & Other Misc - \$	(31,720)	6,600	2,700	2,700
Police FBI, SS911 & Other Misc - %	-67.9%	44.0%	12.5%	11.1%
Police-Animal Svcs - Steilacoom & DuPont - \$	(1,019)	(10,045)	5,800	6,000
Police-Animal Svcs - Steilacoom & DuPont - %	-2.0%	-20.0%	14.4%	13.0%
Muni Court-University Place Contract - \$	97,866	-	(897)	36,153
Muni Court-University Place Contract - %	63.8%	0.0%	-0.4%	14.4%
Muni Court-Town of Steilacoom Contract - \$	(83,139)	-	20,563	13,390
Muni Court-Town of Steilacoom Contract - %	-53.5%	0.0%	28.5%	14.4%
Muni Court-City of Dupont - \$	(85,940)	-	43,230	11,382
Muni Court-City of Dupont - %	-70.7%	0.0%	121.6%	14.4%
Charges for Services & Fees - \$	(181,138)	(185,900)	118,600	30,100
Charges for Services & Fees - %	-11.0%	-12.7%	9.3%	2.1%
Parks & Recreation Fees - \$	34,159	(169,300)	114,900	28,900
Parks & Recreation Fees - %	12.2%	-54.0%	79.6%	11.1%
Police - Various Contracts - \$	(17,527)	(6,100)	2,500	900
Police - Various Contracts - %	-60.4%	-53.0%	46.3%	11.4%
Police - Towing Impound Fees - \$	5,700	(10,500)	1,200	300
Police - Towing Impound Fees - %	90.5%	-87.5%	80.0%	11.1%
Police - Extra Duty - \$	(203,470)	-	-	-
Police - Extra Duty - %	-20.8%	0.0%	0.0%	0.0%
Police - Western State Hospital Comm Policing - \$	-	-	-	-
Police - Western State Hospital Comm Policing - %	0.0%	0.0%	0.0%	0.0%
Fines & Forfeitures - \$	(279,437)	(217,500)	143,300	74,200
Fines & Forfeitures - %	-15.9%	-14.7%	11.3%	5.3%
Municipal Court - \$	(29,373)	(117,500)	78,300	39,200
Municipal Court - %	-3.6%	-15.0%	11.8%	5.3%
Photo Infraction - \$	(250,064)	(100,000)	65,000	35,000
Photo Infraction - %	-26.3%	-14.3%	10.8%	5.3%
Miscellaneous/Interest/Other - \$	(274,978)	(21,264)	(13,200)	5,700
Miscellaneous/Interest/Other - %	-65.8%	-14.9%	-10.8%	5.3%
Interfund Transfers - From SWM - \$	-	-	-	-
Interfund Transfers - From SWM - %	0.0%	0.0%	0.0%	0.0%
Subtotal Operating Revenues	\$40,087,923	\$34,403,789	\$38,153,185	\$41,355,510
% Revenue Change over Prior Year	-5.22%	-14.18%	10.90%	8.39%

Scenario 2 (50% Probability): Downturn 2020 / Recovery Early 2022

		SCENARIO 2 (50% Probability) Downturn 2020 / Recovery Early 2022		
	2020			
001 GENERAL FUND	Revised Budget	2020 YND	2021 Est	2022 Est
OPERATING REVENUES:				
Taxes	\$28,604,900	\$23,866,600	\$25,473,600	\$28,529,600
Property Tax	7,400,000	6,660,000	7,412,000	8,038,000
Local Sales & Use Tax	10,630,000	8,800,000	8,882,500	10,126,100
Sales/Parks	650,900	531,200	575,500	656,000
Brokered Natural Gas Use Tax	40,000	32,000	34,000	38,000
Criminal Justice Sales Tax	1,166,200	962,400	1,043,000	1,188,900
Admissions Tax	496,000	101,000	231,800	257,500
Utility Tax	5,415,800	4,296,000	4,655,500	5,275,300
Leasehold Tax	5,000	4,000	4,300	4,800
Gambling Tax	2,801,000	2,480,000	2,635,000	2,945,000
Franchise Fees	4,335,700	4,270,000	3,738,300	4,303,600
Development Service Fees	1,744,000	1,656,800	1,497,000	1,689,700
Licenses & Permits	421,525	319,600	339,600	379,600
Business License	276,525	221,200	235,000	262,700
Alarm Permits & Fees	105,000	67,200	71,400	79,800
Animal Licenses	40,000	31,200	33,200	37,100
State Shared Revenues	1,178,900	916,000	973,300	1,087,800
Criminal Justice	154,000	134,400	142,800	159,600
Criminal Justice High Crime	241,800	130,400	138,600	154,900
Liquor Excise Tax	291,700	264,000	280,500	313,500
Liquor Board Profits	491,400	387,200	411,400	459,800
Intergovernmental	424,134	420,689	464,753	533,700
Police FBI, SS911 & Other Misc	15,000	21,600	23,000	25,700
Police-Animal Svcs - Steilacoom & DuPont	50,245	40,200	43,400	49,400
Muni Court-University Place Contract	251,187	251,187	236,385	272,100
Muni Court-Town of Steilacoom Contract	72,137	72,137	87,550	100,800
Muni Court-City of Dupont	35,565	35,565	74,418	85,700
Charges for Services & Fees	1,467,700	1,281,800	1,385,500	1,415,600
Parks & Recreation Fees	313,700	144,400	244,900	273,800
Police - Various Contracts	11,500	5,400	7,500	8,400
Police - Towing Impound Fees	12,000	1,500	2,600	2,900
Police - Extra Duty	775,000	775,000	775,000	775,000
Police - Western State Hospital Comm Policing	355,500	355,500	355,500	355,500
Fines & Forfeitures	1,483,400	1,265,900	1,335,100	1,409,200
Municipal Court	783,400	665,900	705,100	744,200
Photo Infraction	700,000	600,000	630,000	665,000
Miscellaneous/Interest/Other	142,964	121,700	102,800	108,500
Interfund Transfers - From SWM	284,700	284,700	284,700	284,700
Subtotal Operating Revenues	\$40,087,923	\$34,403,789	\$35,594,653	\$39,742,000
% Revenue From 2020 Budget / Prior Year	-5.22%	-14.18%	3.46%	11.65%
OPERATING EXPENDITURES:				
City Council	155,073	155,073	155,087	155,104
City Manager	735,971	735,971	721,724	725,208
Municipal Court	2,165,074	2,165,074	2,101,275	2,128,126
Administrative Services	1,877,297	1,877,297	1,935,721	1,961,970
Legal	1,688,196	1,688,196	1,790,613	1,760,986
Community & Economic Development	2,353,919	2,353,919	2,347,177	2,396,124
Parks, Recreation & Community Services	2,986,335	2,986,334	3,047,539	3,081,171
Police	25,950,745	25,950,745	25,987,359	26,352,277
Non-Departmental	133,960	133,960	133,960	133,960
Transfer To Fund 101 Street O&M	1,400,723	1,596,120	1,879,500	1,765,000
Transfer To Fund 105 RHSP/Abatement Program	35,000	35,000	35,000	35,000
Transfer To Fund 201 GO Bond Debt Service	441,487	441,487	448,493	445,481
Subtotal Operating Expenditures	\$39,923,781	40,119,176	40,583,448	40,940,407
% Expenditure Change over Prior Year	3.62%	0.49%	1.16%	0.88%
OPERATING INCOME (LOSS)	\$164,142	(\$5,715,387)	(\$4,988,795)	(\$1,198,407)
As a % of Operating Expenditures	0.41%	-14.25%	-12.29%	-2.93%

Scenario 2 (50% Probability): Downturn 2020 / Recovery Early 2022 (continued)

		SCENARIO 2 (50% Probability) Downturn 2020 / Recovery Early 2022		
001 GENERAL FUND	2020 Revised Budget	2020 YND	2021 Est	2022 Est
OTHER FINANCING SOURCES:				
Grants, Donations/Contrib	720,463	656,500	85,000	95,000
Transfer In - Fund 501 Fleet & Equipment	-	-	-	-
Subtotal Other Financing Sources	\$720,463	656,500	85,000	95,000
OTHER FINANCING USES:				
Municipal Court	131,752	131,752	-	-
City Council	-	-	-	-
City Manager	17,830	17,830	-	-
Administrative Services & I/S Charges to Be Allocated	42,702	42,702	159,000	139,000
Legal/Clerk	71,138	71,138	-	-
Community & Economic Development	527,735	527,735	-	-
Parks, Recreation & Community Services	301,848	301,848	-	-
Police	508,777	508,777	-	-
Transfer Out - Fund 101 Street	243,119	243,119	-	-
Transfer Out - Fund 105 Property Abatement/RHSP	50,000	50,000	50,000	50,000
Transfer Out - Fund 106 Public Art	-	-	-	-
Transfer Out - Fund 192 SSMCP	50,000	50,000	50,000	50,000
Transfer Out - Fund 301 Parks CIP	282,129	282,129	80,000	80,000
Transfer Out - Fund 302 Transportation CIP	393,547	393,547	700,000	700,000
Transfer Out - Fund 311 Sewer	27,000	27,000		
Subtotal Other Financing Uses	\$2,647,577	2,647,577	1,039,000	1,019,000
Total Revenues and Other Sources	\$40,808,386	\$35,060,289	\$35,679,653	\$39,837,000
Total Expenditures and other Uses	\$42,571,357	\$42,766,753	\$41,622,448	\$41,959,407
Beginning Fund Balance:	\$9,874,049	\$9,874,049	\$2,167,585	(\$3,775,210)
Ending Fund Balance:	\$8,111,077	\$2,167,585	(\$3,775,210)	(\$5,897,617)
EFB (Ending Fund Balance) as a % of Gen/Street Oper Rev	19.8%	6.2%	-10.4%	-14.5%
EFB Reserved - Total Target 12% of Gen/Street Oper Rev	\$4,927,539	\$4,222,055	\$4,349,238	\$4,866,420
2% Contingency Reserves	\$821,256	\$703,676	\$724,873	\$811,070
5% General Fund Reserves	\$2,053,141	\$1,759,189	\$1,812,183	\$2,027,675
5% Strategic Reserves	\$2,053,141	\$1,759,189	\$1,812,183	\$2,027,675
Excess EFB Reserved For for 1-Time Use	\$3,183,538	\$3,183,538	\$3,183,538	\$3,183,538
Ending Fund Balance Deficit	-	(\$5,238,009)	(\$11,307,987)	(\$13,947,576)

Scenario 2 (50% Probability): Downturn 2020 / Recovery Early 2022 (continued)

		SCENARIO 2 (50% Probability) Downtown 2020 / Recovery Early 2022		
001 GENERAL FUND Operating Revenue Change From Prior Year	2020 Revised Budget	2020 YND	2021 Est	2022 Est
Taxes - \$	(\$1,592,557)	(\$4,738,300)	\$1,607,000	\$3,056,000
Taxes - %	-5.3%	-16.6%	6.7%	12.0%
Property Tax - \$	240,557	(740,000)	752,000	626,000
Property Tax - %	3.4%	-10.0%	11.3%	8.4%
Local Sales & Use Tax - \$	(1,325,004)	(1,830,000)	82,500	1,243,600
Local Sales & Use Tax - %	-11.1%	-17.2%	0.9%	14.0%
Sales/Parks - \$	(12,755)	(119,700)	44,300	80,500
Sales/Parks - %	-1.9%	-18.4%	8.3%	14.0%
Brokered Natural Gas Use Tax - \$	(10,477)	(8,000)	2,000	4,000
Brokered Natural Gas Use Tax - %	-20.8%	-20.0%	6.3%	11.8%
Criminal Justice Sales Tax - \$	(12,858)	(203,800)	80,600	145,900
Criminal Justice Sales Tax - %	-1.1%	-17.5%	8.4%	14.0%
Admissions Tax - \$	(8,879)	(395,000)	130,800	25,700
Admissions Tax - %	-1.8%	-79.6%	129.5%	11.1%
Utility Tax - \$	(159,551)	(1,119,800)	359,500	619,800
Utility Tax - %	-2.9%	-20.7%	8.4%	13.3%
Leasehold Tax - \$	(4,779)	(1,000)	300	500
Leasehold Tax - %	-48.9%	-20.0%	7.5%	11.6%
Gambling Tax - \$	(298,813)	(321,000)	155,000	310,000
Gambling Tax - %	-9.6%	-11.5%	6.3%	11.8%
Franchise Fees - \$	190,562	(65,700)	(531,700)	565,300
Franchise Fees - %	4.6%	-1.5%	-12.5%	15.1%
Development Service Fees - \$	(5,026)	(87,200)	(159,800)	192,700
Development Service Fees - %	-0.3%	-5.0%	-9.6%	12.9%
Licenses & Permits - \$	5,851	(101,925)	20,000	40,000
Licenses & Permits - %	1.4%	-24.2%	6.3%	11.8%
Business License - \$	(15,964)	(55,325)	13,800	27,700
Business License - %	-5.5%	-20.0%	6.2%	11.8%
Alarm Permits & Fees - \$	20,652	(37,800)	4,200	8,400
Alarm Permits & Fees - %	24.5%	-36.0%	6.3%	11.8%
Animal Licenses - \$	1,163	(8,800)	2,000	3,900
Animal Licenses - %	3.0%	-22.0%	6.4%	11.7%
State Shared Revenues - \$	34,527	(262,900)	57,300	114,500
State Shared Revenues - %	3.0%	-22.3%	6.3%	11.8%
Criminal Justice - \$	(13,506)	(19,600)	8,400	16,800
Criminal Justice - %	-8.1%	-12.7%	6.3%	11.8%
Criminal Justice High Crime - \$	79,023	(111,400)	8,200	16,300
Criminal Justice High Crime - %	48.5%	-46.1%	6.3%	11.8%
Liquor Excise Tax - \$	(38,576)	(27,700)	16,500	33,000
Liquor Excise Tax - %	-11.7%	-9.5%	6.3%	11.8%
Liquor Board Profits - \$	7,594	(104,200)	24,200	48,400
Liquor Board Profits - %	1.6%	-21.2%	6.3%	11.8%
Intergovernmental - \$	(103,952)	(3,445)	44,064	68,947
Intergovernmental - %	-19.7%	-0.8%	10.5%	14.8%
Police FBI, SS911 & Other Misc - \$	(31,720)	6,600	1,400	2,700
Police FBI, SS911 & Other Misc - %	-67.9%	44.0%	6.5%	11.7%
Police-Animal Svcs - Steilacoom & DuPont - \$	(1,019)	(10,045)	3,200	6,000
Police-Animal Svcs - Steilacoom & DuPont - %	-2.0%	-20.0%	8.0%	13.8%
Muni Court-University Place Contract - \$	97,866	-	(14,802)	35,715
Muni Court-University Place Contract - %	63.8%	0.0%	-5.9%	15.1%
Muni Court-Town of Steilacoom Contract - \$	(83,139)	-	15,413	13,250
Muni Court-Town of Steilacoom Contract - %	-53.5%	0.0%	21.4%	15.1%
Muni Court-City of Dupont - \$	(85,940)	-	38,853	11,282
Muni Court-City of Dupont - %	-70.7%	0.0%	109.2%	15.2%
Charges for Services & Fees - \$	(181,138)	(185,900)	103,700	30,100
Charges for Services & Fees - %	-11.0%	-12.7%	8.1%	2.2%
Parks & Recreation Fees - \$	34,159	(169,300)	100,500	28,900
Parks & Recreation Fees - %	12.2%	-54.0%	69.6%	11.8%
Police - Various Contracts - \$	(17,527)	(6,100)	2,100	900
Police - Various Contracts - %	-60.4%	-53.0%	38.9%	12.0%
Police - Towing Impound Fees - \$	5,700	(10,500)	1,100	300
Police - Towing Impound Fees - %	90.5%	-87.5%	73.3%	11.5%
Police - Extra Duty - \$	(203,470)	-	-	-
Police - Extra Duty - %	-20.8%	0.0%	0.0%	0.0%
Police - Western State Hospital Comm Policing - \$	-	-	-	-
Police - Western State Hospital Comm Policing - %	0.0%	n/a	0.0%	0.0%
Fines & Forfeitures - \$	(279,437)	(217,500)	69,200	74,100
Fines & Forfeitures - %	-15.9%	-14.7%	5.5%	5.6%
Municipal Court - \$	(29,373)	(117,500)	39,200	39,100
Municipal Court - %	-3.6%	-15.0%	5.9%	5.5%
Photo Infraction - \$	(250,064)	(100,000)	30,000	35,000
Photo Infraction - %	-26.3%	-14.3%	5.0%	5.6%
Miscellaneous/Interest/Other - \$	(274,978)	(21,264)	(18,900)	5,700
Miscellaneous/Interest/Other - %	-65.8%	-14.9%	-15.5%	5.5%
Interfund Transfers - From SWM - \$	-	-	-	-
Interfund Transfers - From SWM - %	0.0%	0.0%	0.0%	0.0%
Subtotal Operating Revenues	\$40,087,923	\$34,403,789	\$35,594,653	\$39,742,000
% Revenue Change over Prior Year	-5.22%	-14.18%	3.46%	11.65%

Scenario 3 (20% Probability): Downturn 2020 / Recovery Early 2023

		SCENARIO 3 (20% Probability) Downturn 2020 / Recovery Early 2023		
001 GENERAL FUND	2020 Revised Budget	2020 YND	2021 Est	2022 Est
OPERATING REVENUES:				
Taxes	\$28,604,900	\$23,866,600	\$23,987,800	\$26,799,200
Property Tax	7,400,000	6,660,000	7,001,000	7,689,000
Local Sales & Use Tax	10,630,000	8,800,000	8,360,000	9,405,000
Sales/Parks	650,900	531,200	541,600	609,300
Brokered Natural Gas Use Tax	40,000	32,000	32,000	36,000
Criminal Justice Sales Tax	1,166,200	962,400	981,600	1,104,300
Admissions Tax	496,000	101,000	206,000	231,800
Utility Tax	5,415,800	4,296,000	4,381,600	4,929,300
Leasehold Tax	5,000	4,000	4,000	4,500
Gambling Tax	2,801,000	2,480,000	2,480,000	2,790,000
Franchise Fees	4,335,700	4,270,000	3,518,400	3,958,200
Development Service Fees	1,744,000	1,656,800	1,409,000	1,585,100
Licenses & Permits	421,525	319,600	319,600	359,600
Business License	276,525	221,200	221,200	248,900
Alarm Permits & Fees	105,000	67,200	67,200	75,600
Animal Licenses	40,000	31,200	31,200	35,100
State Shared Revenues	1,178,900	916,000	916,000	1,030,500
Criminal Justice	154,000	134,400	134,400	151,200
Criminal Justice High Crime	241,800	130,400	130,400	146,700
Liquor Excise Tax	291,700	264,000	264,000	297,000
Liquor Board Profits	491,400	387,200	387,200	435,600
Intergovernmental	424,134	420,689	437,420	492,085
Police FBI, SS911 & Other Misc	15,000	21,600	21,600	24,300
Police-Animal Svcs - Steilacoom & DuPont	50,245	40,200	40,900	46,000
Muni Court-University Place Contract	251,187	251,187	222,480	250,290
Muni Court-Town of Steilacoom Contract	72,137	72,137	82,400	92,700
Muni Court-City of Dupont	35,565	35,565	70,040	78,795
Charges for Services & Fees	1,467,700	1,281,800	1,370,400	1,400,400
Parks & Recreation Fees	313,700	144,400	230,500	259,300
Police - Various Contracts	11,500	5,400	7,000	7,900
Police - Towing Impound Fees	12,000	1,500	2,400	2,700
Police - Extra Duty	775,000	775,000	775,000	775,000
Police - Western State Hospital Comm Policing	355,500	355,500	355,500	355,500
Fines & Forfeitures	1,483,400	1,265,900	1,068,100	1,335,100
Municipal Court	783,400	665,900	564,100	705,100
Photo Infraction	700,000	600,000	504,000	630,000
Miscellaneous/Interest/Other	142,964	121,700	97,700	114,200
Interfund Transfers - From SWM	284,700	284,700	284,700	284,700
Subtotal Operating Revenues	\$40,087,923	\$34,403,789	\$33,409,120	\$37,359,085
% Revenue From 2020 Budget / Prior Year	-5.22%	-14.18%	-2.89%	11.82%
OPERATING EXPENDITURES:				
City Council	155,073	155,073	155,087	155,104
City Manager	735,971	735,971	721,724	725,208
Municipal Court	2,165,074	2,165,074	2,101,275	2,128,126
Administrative Services	1,877,297	1,877,297	1,935,721	1,961,970
Legal	1,688,196	1,688,196	1,790,613	1,760,986
Community & Economic Development	2,353,919	2,353,919	2,347,177	2,396,124
Parks, Recreation & Community Services	2,986,335	2,986,334	3,047,539	3,081,171
Police	25,950,745	25,950,745	25,987,359	26,352,277
Non-Departmental	133,960	133,960	133,960	133,960
Transfer To Fund 101 Street O&M	1,400,723	1,596,120	2,026,500	1,912,500
Transfer To Fund 105 RHSP/Abatement Program	35,000	35,000	35,000	35,000
Transfer To Fund 201 GO Bond Debt Service	441,487	441,487	448,493	445,481
Subtotal Operating Expenditures	\$39,923,781	40,119,176	40,730,448	41,087,907
% Expenditure Change over Prior Year	3.62%	0.49%	1.52%	0.88%
OPERATING INCOME (LOSS)	\$164,142	(\$5,715,387)	(\$7,321,328)	(\$3,728,822)
As a % of Operating Expenditures	0.41%	-14.25%	-17.98%	-9.08%

Scenario 3 (20% Probability): Downturn 2020 / Recovery Early 2023 (continued)

		SCENARIO 3 (20% Probability) Downturn 2020 / Recovery Early 2023		
001 GENERAL FUND	2020 Revised Budget	2020 YND	2021 Est	2022 Est
OTHER FINANCING SOURCES:				
Grants, Donations/Contrib	720,463	656,500	81,000	95,000
Transfer In - Fund 501 Fleet & Equipment	-	-	-	-
Subtotal Other Financing Sources	\$720,463	656,500	81,000	95,000
OTHER FINANCING USES:				
Municipal Court	131,752	131,752	-	-
City Council	-	-	-	-
City Manager	17,830	17,830	-	-
Administrative Services & I/S Charges to Be Allocated	42,702	42,702	159,000	139,000
Legal/Clerk	71,138	71,138	-	-
Community & Economic Development	527,735	527,735	-	-
Parks, Recreation & Community Services	301,848	301,848	-	-
Police	508,777	508,777	-	-
Transfer Out - Fund 101 Street	243,119	243,119	-	-
Transfer Out - Fund 105 Property Abatement/RHSP	50,000	50,000	50,000	50,000
Transfer Out - Fund 106 Public Art	-	-	-	-
Transfer Out - Fund 192 SSMCP	50,000	50,000	50,000	50,000
Transfer Out - Fund 301 Parks CIP	282,129	282,129	80,000	80,000
Transfer Out - Fund 302 Transportation CIP	393,547	393,547	700,000	700,000
Transfer Out - Fund 311 Sewer	27,000	27,000		
Subtotal Other Financing Uses	\$2,647,577	2,647,577	1,039,000	1,019,000
Total Revenues and Other Sources	\$40,808,386	\$35,060,289	\$33,490,120	\$37,454,085
Total Expenditures and other Uses	\$42,571,357	\$42,766,753	\$41,769,448	\$42,106,907
Beginning Fund Balance:	\$9,874,049	\$9,874,049	\$2,167,585	(\$6,111,743)
Ending Fund Balance:	\$8,111,077	\$2,167,585	(\$6,111,743)	(\$10,764,565)
EFB (Ending Fund Balance) as a % of Gen/Street Oper Rev	19.8%	6.2%	-18.0%	-28.3%
EFB Reserved - Total Target 12% of Gen/Street Oper Rev	\$4,927,539	\$4,222,055	\$4,067,534	\$4,560,970
2% Contingency Reserves	\$821,256	\$703,676	\$677,922	\$760,162
5% General Fund Reserves	\$2,053,141	\$1,759,189	\$1,694,806	\$1,900,404
5% Strategic Reserves	\$2,053,141	\$1,759,189	\$1,694,806	\$1,900,404
Excess EFB Reserved For for 1-Time Use	\$3,183,538	\$3,183,538	\$3,183,538	\$3,183,538
Ending Fund Balance Deficit	-	(\$5,238,009)	(\$13,362,816)	(\$18,509,074)

Scenario 3 (20% Probability): Downturn 2020 / Recovery Early 2023 (continued)

		SCENARIO 3 (20% Probability) Downturn 2020 / Recovery Early 2023		
001 GENERAL FUND	2020			
Operating Revenue Change From Prior Year	Revised Budget	2020 YND	2021 Est	2022 Est
Taxes - \$	(\$1,592,557)	(\$4,738,300)	\$121,200	\$2,811,400
Taxes - %	-5.3%	-16.6%	0.5%	11.7%
Property Tax - \$	240,557	(740,000)	341,000	688,000
Property Tax - %	3.4%	-10.0%	5.1%	9.8%
Local Sales & Use Tax - \$	(1,325,004)	(1,830,000)	(440,000)	1,045,000
Local Sales & Use Tax - %	-11.1%	-17.2%	-5.0%	12.5%
Sales/Parks - \$	(12,755)	(119,700)	10,400	67,700
Sales/Parks - %	-1.9%	-18.4%	2.0%	12.5%
Brokered Natural Gas Use Tax - \$	(10,477)	(8,000)	-	4,000
Brokered Natural Gas Use Tax - %	-20.8%	-20.0%	0.0%	12.5%
Criminal Justice Sales Tax - \$	(12,858)	(203,800)	19,200	122,700
Criminal Justice Sales Tax - %	-1.1%	-17.5%	2.0%	12.5%
Admissions Tax - \$	(8,879)	(395,000)	105,000	25,800
Admissions Tax - %	-1.8%	-79.6%	104.0%	12.5%
Utility Tax - \$	(159,551)	(1,119,800)	85,600	547,700
Utility Tax - %	-2.9%	-20.7%	2.0%	12.5%
Leasehold Tax - \$	(4,779)	(1,000)	-	500
Leasehold Tax - %	-48.9%	-20.0%	0.0%	12.5%
Gambling Tax - \$	(298,813)	(321,000)	-	310,000
Gambling Tax - %	-9.6%	-11.5%	0.0%	12.5%
Franchise Fees - \$	190,562	(65,700)	(751,600)	439,800
Franchise Fees - %	4.6%	-1.5%	-17.6%	12.5%
Development Service Fees - \$	(5,026)	(87,200)	(247,800)	176,100
Development Service Fees - %	-0.3%	-5.0%	-15.0%	12.5%
Licenses & Permits - \$	5,851	(101,925)	-	40,000
Licenses & Permits - %	1.4%	-24.2%	0.0%	12.5%
Business License - \$	(15,964)	(55,325)	-	27,700
Business License - %	-5.5%	-20.0%	0.0%	12.5%
Alarm Permits & Fees - \$	20,652	(37,800)	-	8,400
Alarm Permits & Fees - %	24.5%	-36.0%	0.0%	12.5%
Animal Licenses - \$	1,163	(8,800)	-	3,900
Animal Licenses - %	3.0%	-22.0%	0.0%	12.5%
State Shared Revenues - \$	34,527	(262,900)	-	114,500
State Shared Revenues - %	3.0%	-22.3%	0.0%	12.5%
Criminal Justice - \$	(13,506)	(19,600)	-	16,800
Criminal Justice - %	-8.1%	-12.7%	0.0%	12.5%
Criminal Justice High Crime - \$	79,023	(111,400)	-	16,300
Criminal Justice High Crime - %	48.5%	-46.1%	0.0%	12.5%
Liquor Excise Tax - \$	(38,576)	(27,700)	-	33,000
Liquor Excise Tax - %	-11.7%	-9.5%	0.0%	12.5%
Liquor Board Profits - \$	7,594	(104,200)	-	48,400
Liquor Board Profits - %	1.6%	-21.2%	0.0%	12.5%
Intergovernmental - \$	(103,952)	(3,445)	16,731	54,665
Intergovernmental - %	-19.7%	-0.8%	4.0%	12.5%
Police FBI, SS911 & Other Misc - \$	(31,720)	6,600	-	2,700
Police FBI, SS911 & Other Misc - %	-67.9%	44.0%	0.0%	12.5%
Police-Animal Svcs - Steilacoom & DuPont - \$	(1,019)	(10,045)	700	5,100
Police-Animal Svcs - Steilacoom & DuPont - %	-2.0%	-20.0%	1.7%	12.5%
Muni Court-University Place Contract - \$	97,866	-	(28,707)	27,810
Muni Court-University Place Contract - %	63.8%	0.0%	-11.4%	12.5%
Muni Court-Town of Steilacoom Contract - \$	(83,139)	-	10,263	10,300
Muni Court-Town of Steilacoom Contract - %	-53.5%	0.0%	14.2%	12.5%
Muni Court-City of Dupont - \$	(85,940)	-	34,475	8,755
Muni Court-City of Dupont - %	-70.7%	0.0%	96.9%	12.5%
Charges for Services & Fees - \$	(181,138)	(185,900)	88,600	30,000
Charges for Services & Fees - %	-11.0%	-12.7%	6.9%	2.2%
Parks & Recreation Fees - \$	34,159	(169,300)	86,100	28,800
Parks & Recreation Fees - %	12.2%	-54.0%	59.6%	12.5%
Police - Various Contracts - \$	(17,527)	(6,100)	1,600	900
Police - Various Contracts - %	-60.4%	-53.0%	29.6%	12.9%
Police - Towing Impound Fees - \$	5,700	(10,500)	900	300
Police - Towing Impound Fees - %	90.5%	-87.5%	60.0%	12.5%
Police - Extra Duty - \$	(203,470)	-	-	-
Police - Extra Duty - %	-20.8%	0.0%	0.0%	0.0%
Police - Western State Hospital Comm Policing - \$	-	-	-	-
Police - Western State Hospital Comm Policing - %	0.0%	0.0%	0.0%	0.0%
Fines & Forfeitures - \$	(279,437)	(217,500)	(197,800)	267,000
Fines & Forfeitures - %	-15.9%	-14.7%	-15.6%	25.0%
Municipal Court - \$	(29,373)	(117,500)	(101,800)	141,000
Municipal Court - %	-3.6%	-15.0%	-15.3%	25.0%
Photo Infraction - \$	(250,064)	(100,000)	(96,000)	126,000
Photo Infraction - %	-26.3%	-14.3%	-16.0%	25.0%
Miscellaneous/Interest/Other - \$	(274,978)	(21,264)	(24,000)	16,500
Miscellaneous/Interest/Other - %	-65.8%	-14.9%	-19.7%	16.9%
Interfund Transfers - From SWM - \$	-	-	-	-
Interfund Transfers - From SWM - %	0.0%	0.0%	0.0%	0.0%
Subtotal Operating Revenues	\$40,087,923	\$34,403,789	\$33,409,120	\$37,359,085
% Revenue Change over Prior Year	-5.22%	-14.18%	-2.89%	11.82%

		PERFECT WORLD / PRE-COVID19			SCENARIO 1 (30% Probability) Downtown 2020 / Recovery Early 2021			SCENARIO 2 (50% Probability) Downtown 2020 / Recovery Early 2022			SCENARIO 3 (20% Probability) Downtown 2020 / Recovery Early 2023		
001 GENERAL FUND	2020 Revised Budget	2020 YND	2021 Est	2022 Est	2020 YND	2021 Est	2022 Est	2020 YND	2021 Est	2022 Est	2020 YND	2021 Est	2022 Est
OPERATING REVENUES:													
Taxes	\$ 28,604,900	\$ 29,287,000	\$ 28,987,000	\$ 29,407,300	\$ 23,866,600	\$ 26,997,100	\$ 29,627,800	\$ 23,866,600	\$ 25,473,600	\$ 28,529,600	\$ 23,866,600	\$ 23,987,800	\$ 26,799,200
Franchise Fees	4,335,700	4,270,000	4,398,000	4,530,100	4,270,000	4,398,000	4,530,100	4,270,000	3,738,300	4,303,600	4,270,000	3,518,400	3,958,200
Development Service Fees	1,744,000	1,744,000	1,761,200	1,778,600	1,656,800	1,673,100	1,778,600	1,656,800	1,497,000	1,689,700	1,656,800	1,409,000	1,585,100
Licenses & Permits	421,525	399,525	399,525	399,500	319,600	359,600	399,500	319,600	339,600	379,600	319,600	319,600	359,600
State Shared Revenues	1,178,900	1,145,000	1,145,000	1,145,000	916,000	1,030,500	1,145,000	916,000	973,300	1,087,800	916,000	916,000	1,030,500
Intergovernmental	424,134	436,134	546,765	561,717	420,689	492,085	561,710	420,689	464,753	533,700	420,689	437,420	492,085
Charges for Services & Fees	1,467,700	1,433,000	1,430,450	1,430,500	1,281,800	1,400,400	1,430,500	1,281,800	1,385,500	1,415,600	1,281,800	1,370,400	1,400,400
Fines & Forfeitures	1,483,400	1,483,400	1,483,400	1,483,400	1,265,900	1,409,200	1,483,400	1,265,900	1,335,100	1,409,200	1,265,900	1,068,100	1,335,100
Miscellaneous/Interest/Other	142,964	143,200	114,200	114,200	121,700	108,500	114,200	121,700	102,800	108,500	121,700	97,700	114,200
Interfund Transfers - From SWM	284,700	284,700	284,700	284,700	284,700	284,700	284,700	284,700	284,700	284,700	284,700	284,700	284,700
Subtotal Operating Revenues	\$40,087,923	\$40,625,959	\$40,550,240	\$41,135,017	\$34,403,789	\$38,153,185	\$41,355,510	\$34,403,789	\$35,594,653	\$39,742,000	\$34,403,789	\$33,409,120	\$37,359,085
% Revenue From 2020 Budget / Prior Year	-5.22%	1.34%	-0.19%	1.44%	-14.18%	10.90%	8.39%	-14.18%	3.46%	11.65%	-14.18%	-2.89%	11.82%
OPERATING EXPENDITURES:	-	-	-	-	-	-	-	-	-	-	-	-	-
City Council	155,073	155,073	155,087	155,104	155,073	155,087	155,104	155,073	155,087	155,104	155,073	155,087	155,104
City Manager	735,971	735,971	721,724	725,208	735,971	721,724	725,208	735,971	721,724	725,208	735,971	721,724	725,208
Municipal Court	2,165,074	2,165,074	2,101,275	2,128,126	2,165,074	2,101,275	2,128,126	2,165,074	2,101,275	2,128,126	2,165,074	2,101,275	2,128,126
Administrative Services	1,877,297	1,877,297	1,935,721	1,961,970	1,877,297	1,935,721	1,961,970	1,877,297	1,935,721	1,961,970	1,877,297	1,935,721	1,961,970
Legal	1,688,196	1,688,196	1,790,613	1,760,986	1,688,196	1,790,613	1,760,986	1,688,196	1,790,613	1,760,986	1,688,196	1,790,613	1,760,986
Community & Economic Development	2,353,919	2,353,919	2,347,177	2,396,124	2,353,919	2,347,177	2,396,124	2,353,919	2,347,177	2,396,124	2,353,919	2,347,177	2,396,124
Parks, Recreation & Community Services	2,986,335	2,986,334	3,047,539	3,081,171	2,986,334	3,047,539	3,081,171	2,986,334	3,047,539	3,081,171	2,986,334	3,047,539	3,081,171
Police	25,950,745	25,950,745	25,987,359	26,352,277	25,950,745	25,987,359	26,352,277	25,950,745	25,987,359	26,352,277	25,950,745	25,987,359	26,352,277
Non-Departmental	133,960	133,960	133,960	133,960	133,960	133,960	133,960	133,960	133,960	133,960	133,960	133,960	133,960
Transfer To Fund 101 Street O&M	1,400,723	1,421,520	1,573,500	1,621,500	1,596,120	1,717,000	1,623,000	1,596,120	1,879,500	1,765,000	1,596,120	2,026,500	1,912,500
Transfer To Fund 105 RHSP/Abatement Program	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000
TransferTo Fund 201 GO Bond Debt Service	441,487	441,487	448,493	445,481	441,487	448,493	445,481	441,487	448,493	445,481	441,487	448,493	445,481
Subtotal Operating Expenditures	\$39,923,781	\$39,944,576	\$40,277,448	\$40,796,908	\$40,119,176	\$40,420,948	\$40,798,407	\$40,119,176	\$40,583,448	\$40,940,407	\$40,119,176	\$40,730,448	\$41,087,907
% Expenditure Change over Prior Year	3.62%	0.05%	0.83%	1.29%	0.49%	0.75%	0.93%	0.49%	1.16%	0.88%	0.49%	1.52%	0.88%
OPERATING INCOME (LOSS)	\$164,142	\$681,383	\$272,792	\$338,109	(\$5,715,387)	(\$2,267,763)	\$557,103	(\$5,715,387)	(\$4,988,795)	(\$1,198,407)	(\$5,715,387)	(\$7,321,328)	(\$3,728,822)
As a % of Operating Expenditures	0.41%	1.71%	0.68%	0.83%	-14.25%	-5.61%	1.37%	-14.25%	-12.29%	-2.93%	-14.25%	-17.98%	-9.08%
Subtotal Other Financing Sources	720,463	745,463	100,250	100,300	656,500	75,000	100,000	656,500	85,000	95,000	656,500	81,000	95,000
Subtotal Other Financing Uses	2,647,577	2,647,577	988,750	968,750	2,647,577	989,000	969,000	2,647,577	1,039,000	1,019,000	2,647,577	1,039,000	1,019,000
Total Revenues and Other Sources	\$40,808,386	\$41,371,422	\$40,650,490	\$41,235,317	\$35,060,289	\$38,228,185	\$41,455,510	\$35,060,289	\$35,679,653	\$39,837,000	\$35,060,289	\$33,490,120	\$37,454,085
Total Expenditures and other Uses	\$42,571,357	\$42,592,153	\$41,266,198	\$41,765,658	\$42,766,753	\$41,409,948	\$41,767,407	\$42,766,753	\$41,622,448	\$41,959,407	\$42,766,753	\$41,769,448	\$42,106,907
Beginning Fund Balance:	\$9,874,049	\$9,874,049	\$8,653,318	\$8,037,610	\$9,874,049	\$2,167,585	(\$1,014,178)	\$9,874,049	\$2,167,585	(\$3,775,210)	\$9,874,049	\$2,167,585	(\$6,111,743)
Ending Fund Balance:	\$8,111,077	\$8,653,318	\$8,037,610	\$7,507,269	\$2,167,585	(\$1,014,178)	(\$1,326,075)	\$2,167,585	(\$3,775,210)	(\$5,897,617)	\$2,167,585	(\$6,111,743)	(\$10,764,565)
EFB (Ending Fund Balance) as a % of Gen/Street Oper Rev	19.8%	20.8%	19.4%	17.8%	6.2%	-2.6%	-3.1%	6.2%	-10.4%	-14.5%	6.2%	-18.0%	-28.3%
EFB Reserved - Total Target 12% of Gen/Street Oper Rev	\$4,927,539	\$4,989,607	\$4,980,629	\$5,050,802	\$4,222,055	\$4,675,762	\$5,077,261	\$4,222,055	\$4,349,238	\$4,866,420	\$4,222,055	\$4,067,534	\$4,560,970
2% Contingency Reserves	\$821,256	\$831,601	\$830,105	\$841,800	\$703,676	\$779,294	\$846,210	\$703,676	\$724,873	\$811,070	\$703,676	\$677,922	\$760,162
5% General Fund Reserves	\$2,053,141	\$2,079,003	\$2,075,262	\$2,104,501	\$1,759,189	\$1,948,234	\$2,115,526	\$1,759,189	\$1,812,183	\$2,027,675	\$1,759,189	\$1,694,806	\$1,900,404
5% Strategic Reserves	\$2,053,141	\$2,079,003	\$2,075,262	\$2,104,501	\$1,759,189	\$1,948,234	\$2,115,526	\$1,759,189	\$1,812,183	\$2,027,675	\$1,759,189	\$1,694,806	\$1,900,404
Excess EFB Reserved For for 1-Time Use	\$3,183,538	\$3,663,711	\$3,056,981	\$2,456,467	\$3,183,538	\$3,183,538	\$3,183,538	\$3,183,538	\$3,183,538	\$3,183,538	\$3,183,538	\$3,183,538	\$3,183,538
Ending Fund Balance Deficit	\$0	\$0	\$0	\$0	(\$5,238,009)	(\$8,873,479)	(\$9,586,875)	(\$5,238,009)	(\$11,307,987)	(\$13,947,576)	(\$5,238,009)	(\$13,362,816)	(\$18,509,074)

Measures Taken

The following measures are in place as directed by the City Manager on March 3, 2020 to help mitigate the negative economic impact caused by the COVID-19 pandemic:

- Hiring freeze.

There are currently 12.5 FTEs vacant:

- Vacant Plans Examiner (currently filled by contracted services)
 - Vacant Building Inspector (currently filled by contracted services)
 - Vacant Police Officers (3.0 FTEs)
 - Vacant Community Services Officer
 - Vacant Evidence Technician
 - Vacant Signal Technician (2.0 FTEs, work currently filled with contracted services)
 - Vacant Finance Analyst (currently filled by contracted services)
 - Vacant Legal Office Assistant (0.50 FTE)
 - Vacant Parks Maintenance Worker
 - Vacant Communications Manager (partially filled by contracted services with all other duties assigned to Senior Policy Analyst)
- Pause on all discretionary spending (non-mandatory training, supplies, certifications, etc.).
 - Exceptions in discretionary spending shall require prior approval by ACM/Administrative Services and City Manager.
 - Internal Service Funds projects and replacement shall only include essential items and those that will be completed by December 31, 2020.
 - Excess real estate excise taxes (REET) will be set aside to offset any decrease in 2020 REET collections and to ensure payment of debt service in 2020 and 2021.

Strategies to be Considered as Potential Options:

- Use of financial reserves or contingency accounts to temporarily maintain services
- Reduction and/or elimination of operating programs
- Reduction and/or elimination of capital improvement projects

Other Potential Funds

- CARES Federal Grant Funds
- FEMA Public Assistance
- Legislative Funds to Backfill Revenue Loss
- Financial Relief from US Congress

2021/2022 Budget Reduction Options by Department

As directed by the City Manager, departments submitted options for a 20% operating budget reduction (less than 20% for those departments that generate revenues for cost recovery). Departments with capital projects provided the impact of potentially eliminating the \$700,000 annual general fund contributions to transportation CIP and \$80,000 to parks CIP.

The following are options and resulting service level impacts from broad perspective. We are currently evaluating the proposed options and will identify the specific budgetary savings and associated service level impacts for each item selected for reduction in the 2021/2022 proposed biennial budget.

In general, legally mandated and core functions would continue, however, important and discretionary functions would be eliminated or reduced.

The table below provides a summary of the potential reductions by department.

Department	2020 Operating Budget	20% Target Reduction	Current FTEs	FTE Reduction	FTE % Change
City Council	\$ 155,073	\$ (31,000)	-	-	-
City Manager	735,971	(147,000)	3.00	(1.00)	-33%
Municipal Court	2,165,074	(323,000)	10.00	(3.90)	-39%
Admin Services & Non-Departmental	2,011,257	(402,000)	12.00	(4.00)	-33%
Legal	1,688,196	(338,000)	9.50	(1.50)	-16%
Community & Economic Development	2,353,919	(187,000)	13.50	(1.50)	-11%
Parks, Recreation & Cultural Services	2,986,335	(721,000)	21.80	(5.50)	-25%
Police	25,950,745	(5,190,000)	115.00	(35.00)	-30%
Public Works Engineering	1,400,723	(140,000)	2.40	-	0%
Total General/Street Fund	\$ 39,447,293	\$ (7,479,000)	187.20	(52.40)	-28%
Admin Services - Risk Management	1,449,659	(290,000)	-	-	-
Admin Services - Fleet & Equipment	755,720	(151,000)	-	-	-
PRCS - Property Management	686,284	(137,000)	1.95	(1.00)	-51%
Admin Services - Information Technology	1,709,939	(342,000)	4.00	(2.00)	-50%
Total General/Street Fund	\$ 4,601,602	\$ (920,000)	5.95	(3.00)	-50%
	\$ 44,048,895	\$ (8,399,000)	193.15	(55.40)	-29%

Note: Municipal Court target reduction does not include Public Defender.

PW, CED, and PRCS target reduced by revenues generated.

Current FTEs does not include limited-term positions that expire 12/31/2020.

City Council:

- Target Reduction = \$31,000
- Reduce meeting supplies.
- Reduce AWC conference attendance to one attendee.
- Reduce Washington DC Federal Advocacy attendance to one attendee.
- Reduce budget for mileage reimbursement.
- Reduce budget for business cards.
- Reduce budget for Community Connector Event.
- Reduce budget for Make a Difference Day.
- Eliminate Youth Council shirts.
- Cancel all Sister City events.
- Cancel Annual International Festival.

City Manager:

- Target Reduction = \$147,000
- Eliminate 1.0 FTE.
- Eliminate ICMA, WCMA and NAGC conferences.
- Reduce AWC conference attendance to one attendee.
- Reduce Washington DC Federal Advocacy travel to one trip.
- Eliminate NAGC membership dues
- Reduce Connections Magazine to eight pages.
- Reduce/eliminate supplies (camera).
- Eliminate/reduce state and federal government relations advocacy contracts (current budget \$110,000).

Administrative Services

- Target Reduction = \$375,000 General Fund + \$26,000 General Fund Non-Departmental and \$290,000 Risk Management + 151,000 Fleet & Equip + \$342,000 Information Technology

General Fund Administrative Services:

- Eliminate 4.0 FTEs within Finance and Human Resources.
Specifics to be determined (elimination of FTEs/reduced hours).
- Impact to Important Functions – Elimination, reduced and/or delayed levels in:
 - Accounts receivable billing, monitoring, collections, and lien placement.
 - Accounts payable timely processing and review of required documentation.
 - Grant accounting, reimbursements, accuracy, compliance and timely reporting of required financial reports.
 - Capital projects accounting, budgeting, monitoring and financial statement asset reporting.
 - Fixed assets accounting, budgeting, ensuring accuracy of financial statement asset reporting.
 - General accounting, including support to departments in reviewing and correcting input from various systems such as permits and licenses and general cash receipting.
 - Banking Fees – implement credit card fees to recover merchant fees for citywide credit card acceptance.

Findings in could negatively impact the City's opportunity for future grant funding and places the City as a high risk entity which results in increased audit scope and audit costs.

- Equity Team
- Coordination/Hiring Handbook
- WorkSafe Employer Certification
- Wellness Program
- Volunteer Program
- Non-Mandatory Training and Development
- Classification and Compensation
- Recruitment and Hiring
- Risk Management

Elimination, reduction and/or delay negatively impacts: the City's goal of diversity and inclusion; ensuring the City and its employees are in compliance with state laws and City personnel policies; promoting employee wellness and carrying out programs to secure medical premium reductions; recruitment of diverse and quality employees; supporting individual and community goals through the volunteer program with minimal cost to the City; and efforts to decrease the City's exposure through the risk management.

- Impact to Discretionary Functions – Elimination, reduced and/or delayed levels in:
 - Reduce quarterly financial reporting detail.
 - Reduced biennial budget document detail.
 - Reduce proposed budget adjustment (carry forward, mid-biennium, year-end) detail.
 - Eliminate production of the CAFR (Comprehensive Annual Financial Report)

- Eliminate production of the PAFR (Popular Annual Financial Report)

Reduced financial reporting, production of detailed documents and elimination of participation in GFOA Award Programs (CAFR, PAFR, Budget) greatly reduces the City's goal of financial transparency, and puts the City in a less favorable position when it comes to bond issuances and bond ratings.

General Fund Non-Departmental:

- Eliminate postage budget for Connections Magazine.
 - Electronic distribution only may not reach all citizens.
- Reduce membership budget – majority of membership budget is for AWC (Association of Washington Cities) and PSRC (Puget Sound Regional Council).
 - Impact of eliminating AWC membership includes advocacy tools, training and events, data and resources, and member pooling programs such as AWC Benefit Trust and AWC Workers' Comp Retro.
 - Impact of eliminating PRSC membership includes participation and access to regional growth strategy, transportation planning and funding, economic development and access to regional data.

Internal Service Funds:

- Risk Management
 - Reduce WCIA (Washington Cities Insurance Authority) coverage for auto, liability and property resulting in potential increase in City's deductible payments.
- Fleet & Equipment
 - Reduce repairs and maintenance budget – defer maintenance, impacting operations.
 - Reduce fuel budget – will not be able to address fluctuating (higher fuel prices) unless usage changes.
- Information Technology

Eliminate 2.0 FTEs within Information Technology.
Specifics to be determined (elimination of FTEs/reduced hours).

Eliminates or significantly reduces the following services (not limited to):

- Slow and delayed technical support to all departments, including public safety.
- Detection of existing and new threats (potential increasing cyber security issues).
- Installation, maintenance and oversight of computer network systems.
- Effective management of network crisis.
- Negotiation with vendors for cost containment and cost control.
- Strategic planning.
- Implementation and support of existing and new systems.
- Decreased automation and decreased efficiencies.
- Telecommunications systems maintenance.
- GIS support.
- Public records disclosure requests.
- Cost of a compromised system could run into the hundreds of thousands and millions, well exceeding the annual cost savings from eliminating positions.

Community & Economic Development:

- Target Reduction = \$187,000
- Eliminate Economic Development Manager 1.0 FTE.
 - Significant impact to economic recovery efforts.
 - Position is an excellent conduit to the business community and other agencies.
 - Loss of position would slow the Lakewood Landing development and impacts the MFTE (Multi-Family Tax Exemption) program.
 - Some economic development assignments would be transferred to the Planning Manager for Special Projects.
- Eliminate 0.50 FTE Administrative Assistant
 - Full-time FTE split between Public Works and CED.
 - Loss of CED's portion of position reduces support to LHAB (Landmarks and Heritage Advisory Board and planning commission).
 - Administrative assignments (supplies, board/commission meeting preparation, records management) would also have to be subsumed within the department, which may result in decrease in permitting efficiencies.

Parks, Recreation & Cultural Services:

- Target Reduction = \$381,000 General Fund + \$340,000 Street O&M + \$137,000 Property Management
- General Fund (net revenue reduction)
 - Eliminate 2.50 FTEs (positions to be determined)
 - Recreation & Programs – eliminate or reduce:
 - Youth Services – part time staff, professional services, lifeguards, and afterschool sports.
 - Night Market
 - SummerFest
 - Senior Services
 - Maintenance – eliminate or reduce:
 - Temporary workers – reduce level of service at neighborhood parks, sports field preparation, weekend rounds and event support.
 - Small tools and equipment – reduce level of service for parks and facilities maintenance.
 - Irrigation – no irrigation at all parks except for Fort Steilacoom Park.
 - Raw materials and supplies – reduce gravel, soil, flowers, seed and fertilizer.
- Street O&M – eliminate or reduce:
 - Temporary workers – reduce 311 support in trash and vegetation, support patching and crack sealing.
 - Raw materials – reduce salt/brine supply for seasonal issues.
 - Irrigation – reduce watering of mow strips along roadside and landscaping.
 - Eliminate 2.0 FTE Traffic Signal Technicians and related tools, equipment and supplies.
 - Street Lights – Reduce electricity, capital replacement and small tools and equipment.
- Property Management Fund – eliminate or reduce:
 - Eliminate 1.0 FTE (position to be determined)
 - Reduce operating supplies for City Hall, Police and Sounder Station.
 - Reduce small tools and equipment budget.
 - Delay capital maintenance.
 - Reduce number of light bulb recycling pickups.

Public Works Engineering:

- Target Reduction = \$140,000
 - Shift current general fund supporting personnel allocation to SWM.
 - Reduce various line item budgets such as a non-mandatory/non-certification travel and training, temporary help for pavement and database management, consultant for traffic counts, supplies, tools and equipment.

Capital Projects – Parks

- Eliminate General Fund support of \$80,000/year in 2021/2022:
 - Eliminates funding for project support, opportunity to shift parks capital project support to Public Works Engineering.
 - If playgrounds breakdown or resurfacing is needed, those areas would be boarded up.

Capital Projects – Transportation

- Eliminate General Fund support of \$700,000/year in 2021/2022:
 - Reduce budget for personnel charged to transportation capital projects.
 - Total 8.0 FTEs allocated to CIP (50% is recovered from grants and other CIP projects).
 - Eliminates staffing needed to manage design and construction of projects underway.
 - Eliminates ability of City to complete grant funded projects.
 - May require repayment of some spent grant funds on projects underway.
 - Severely impacts City's ability to manage transportation network.
 - Eliminates ability to work with Police Department on traffic related issues.
 - Eliminates City Engineer position, a position that is required by state law.
 - Eliminates City's Certified Agency status with WSDOT which would require WSDOT to provide oversight of all grant funds and draw from the funds for their own staff support.
 - Requires City to find alternative means to manage traffic signal system (e.g. trouble shooting, signal synchronization, etc.)
 - Specific CIP Project Impact:
 - Steilacoom Boulevard – elimination of General Fund contribution without replacement funds will require the City to return grant funds and potentially significant funds already spent which were precursors to the current phase of work.

Legal:

- Target Reduction = \$338,000
- Eliminate 1.0 FTE Office Assistant
 - No person will be at City Hall front desk (1st first floor)
 - Services will be absorbed by the current kiosk located in the main lobby of City Hall and Police Station.
- Eliminate 0.50 FTE Office Assistant (currently vacant) and reducing 1.0 FTE Office Assistant to 36 hours per week (criminal prosecution support)
 - Will result in system delays such as a response time for filing criminal complaints with the Court and response to public records requests.
 - Current PDR processing time through NextRequest is 20.77 days and GovQA is 13.99 days, would anticipate processing time to increase by 1.5 weeks for each system.
 - Additional delays to implementation of document management system may occur.
 - Will take about to process PRAs rather than the current 2-3 weeks and about a week to file criminal complaints rather than a few days.
- Eliminate travel and training and attend free training provided by WCIA and other organizations.

Municipal Court:

- Target Reduction = \$323,000
- Eliminated and/or Reduced Services:
 - Eliminate Veterans Court (will require federal grant to be returned).
 - Permanently close public facing counter.
 - Reduce phone service to three hours per day.
 - Eliminate all probation services.
 - Eliminate work crew program.
 - Eliminate photo infraction program.
- Budget Reduction
 - Reduce Judge to 0.80 FTE.
 - Reduce Court Administrator to 0.80 FTE.
 - Reduce five Court Clerks to 0.70 FTE each (total 1.50 FTE reduction).
 - Eliminate Code Compliance Officers 2.0 FTEs.
 - Reduce professional services.
 - Reduce interpreter services.
 - Eliminate work crew sanitization Costs.

The public defense contract and budget of \$550,000 is not addressed as part of the Municipal Court proposed reduction as this is a contract entered into with the City of Lakewood, not the Municipal Court. It continues to be the Court's position that this budget items should not be included in the Court's budget for ethical reasons as well as best practices.

Police:

- Target Reduction = \$5,190,000
- Reduced Services:
 - Eliminate Lieutenant (1.0 FTE)
 - Eliminate Special Operations (7.00 FTEs)
 - No proactive or prolonged drug or vice investigations
 - Eliminate Traffic Unit (8.00 FTEs)
 - No dedicated traffic enforcement.
 - Collision investigations would fall to patrol so response times will be delayed.
 - In-depth collision investigations would be farmed out to another agency.
 - Eliminate CSRT (11.00 FTEs)
 - No Code Enforcement.
 - No Animal Control.
 - No Neighborhood Police Officers.
 - No Behavioral Health Contact Team.
 - Would require elimination of Western State Hospital contract with DSHS
 - No community coordination.
 - No staffing at front desk.
 - The one remaining CSO 0.50 FTE would be retained to review photo enforcement tickets.
 - Close Police Lobby
 - Citizens would need to call the non-emergency number to have an officer meet them at the Police Station.
 - Eliminate Property ProAc Investigative Unit (8.0 FTEs)
 - No dedicated investigations for follow-up on most property crimes reports.

OTHER FUNDS

A forecast of the Real Estate Excise Tax Fund and Hotel/Motel Lodging Tax are also included.
The use of these funds are currently restricted by state law. We have expressed our support of legislation that will allow flexibility on the use of these funds for general purposes.

101 STREET O&M FUND	2020 Revised Budget	SCENARIO 1 (30% Probability) Downtown 2020 / Recovery Early 2021			SCENARIO 2 (50% Probability) Downtown 2020 / Recovery Early 2022			SCENARIO 3 (20% Probability) Downtown 2020 / Recovery Early 2023		
		2020 YND	2021 Est	2022 Est	2020 YND	2021 Est	2022 Est	2020 YND	2021 Est	2022 Est
REVENUES:										
Permits	111,500	89,000	95,000	112,000	89,000	76,000	95,000	89,000	57,000	76,000
Engineering Review Fees	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Motor Vehicle Fuel Tax	862,400	690,000	715,500	842,000	690,000	572,000	715,500	690,000	429,000	572,000
Subtotal Operating Revenues	\$ 974,900	\$ 780,000	\$ 811,500	\$ 955,000	\$ 780,000	\$ 649,000	\$ 811,500	\$ 780,000	\$ 487,000	\$ 649,000
EXPENDITURES:										
Street Lighting	416,476	416,476	407,000	409,000	416,476	407,000	409,000	416,476	407,000	409,000
Traffic Control Devices	421,344	421,344	393,000	399,000	421,344	393,000	399,000	421,344	393,000	399,000
Snow & Ice Response	45,500	45,500	46,000	46,000	45,500	46,000	46,000	45,500	46,000	46,000
Road & Street Preservation	1,559,982	1,559,982	1,670,000	1,710,000	1,559,982	1,670,000	1,710,000	1,559,982	1,670,000	1,710,000
I/S Charges to be Allocated		-	-	-	-	-	-	-	-	-
Subtotal Operating Expenditures	\$2,443,302	\$2,443,302	\$2,516,000	\$2,564,000	\$2,443,302	\$2,516,000	\$2,564,000	\$2,443,302	\$2,516,000	\$2,564,000
OPERATING INCOME (LOSS)	(\$1,468,402)	(\$1,663,302)	(\$1,704,500)	(\$1,609,000)	(\$1,663,302)	(\$1,867,000)	(\$1,752,500)	(\$1,663,302)	(\$2,029,000)	(\$1,915,000)
OTHER FINANCING SOURCES:										
Judgments, Settlements/Miscellaneous	-	-	-	-	-	-	-	-	-	-
Permits Deposits for Professional Services	2,500	2,000	2,500	2,500	2,000	2,500	2,500	2,000	2,500	2,500
Transfer In From General Fund	1,643,842	1,839,239	1,717,000	1,623,000	1,839,239	1,879,500	1,765,000	1,839,239	2,026,500	1,912,500
Subtotal Other Financing Sources	\$1,646,342	\$1,841,239	\$1,719,500	\$1,625,500	\$1,841,239	\$1,882,000	\$1,767,500	\$1,841,239	\$2,029,000	\$1,915,000
OTHER FINANCING USES:										
Grants/Other	-	-	-	-	-	-	-	-	-	-
Building, Vehicles, Equipment	167,727	167,727	-	-	167,727	-	-	167,727	-	-
Construction - Traffic Control	15,000	15,000	15,000	16,500	15,000	15,000	15,000	15,000	-	-
Subtotal Other Financing Uses	\$182,727	\$182,727	\$15,000	\$16,500	\$182,727	\$15,000	\$15,000	\$182,727	\$0	\$0
Total Revenues and Other Sources	\$2,621,242	\$2,621,239	\$2,531,000	\$2,580,500	\$2,621,239	\$2,531,000	\$2,579,000	\$2,621,239	\$2,516,000	\$2,564,000
Total Expenditures and other Uses	\$2,626,028	\$2,626,029	\$2,531,000	\$2,580,500	\$2,626,029	\$2,531,000	\$2,579,000	\$2,626,029	\$2,516,000	\$2,564,000
Beginning Fund Balance:	\$4,790	\$4,790	\$0	\$0	\$4,790	\$0	\$0	\$4,790	\$0	\$0
Ending Fund Balance:	\$3	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

		SCENARIO 1 (30% Probability) Downtown 2020 / Recovery Early 2021			SCENARIO 2 (50% Probability) Downtown 2020 / Recovery Early 2022			SCENARIO 3 (20% Probability) Downtown 2020 / Recovery Early 2023		
102 REET	2020 Revised Budget	2020 YND	2021 Est	2022 Est	2020 YND	2021 Est	2022 Est	2020 YND	2021 Est	2022 Est
REVENUES:										
Real Estate Excise Tax	1,700,000	1,500,000	1,620,000	1,800,000	1,500,000	1,530,000	1,710,000	1,500,000	1,440,000	1,620,000
Interest Earnings	-	-	-	-	-	-	-	-	-	-
Transfer In - Fund 301 Parks CIP	100,000	100,000	-	-	100,000	-	-	100,000	-	-
Total Revenue	\$1,800,000	\$1,600,000	\$1,620,000	\$1,800,000	\$1,600,000	\$1,530,000	\$1,710,000	\$1,600,000	\$1,440,000	\$1,620,000
EXPENDITURES:										
Transfer Out - Fund 201 GO Bond Debt Service	1,110,000	1,110,000	1,292,000	1,292,000	1,110,000	1,292,000	1,292,000	1,110,000	1,292,000	1,292,000
Transfer Out - Fund 301 Parks CIP	519,589	519,589	-	-	519,589	-	-	519,589	-	-
Transfer Out - Fund 302 Transportation CIP	670,681	670,681	-	-	670,681	-	-	670,681	-	-
Total Expenditures	\$2,300,270	\$2,300,270	\$1,292,000	\$1,292,000	\$2,300,270	\$1,292,000	\$1,292,000	\$2,300,270	\$1,292,000	\$1,292,000
Beginning Fund Balance:	\$800,270	\$800,270	\$100,000	\$428,000	\$800,270	\$100,000	\$338,000	\$800,270	\$100,000	\$248,000
Ending Fund Balance:	\$300,000	\$100,000	\$428,000	\$936,000	\$100,000	\$338,000	\$756,000	\$100,000	\$248,000	\$576,000

		SCENARIO 1 (30% Probability) Downtown 2020 / Recovery Early 2021			SCENARIO 2 (50% Probability) Downtown 2020 / Recovery Early 2022			SCENARIO 3 (20% Probability) Downtown 2020 / Recovery Early 2023		
104 LODGING TAX FUND	2020 Revised Budget	2020 YND	2021 Est	2022 Est	2020 YND	2021 Est	2022 Est	2020 YND	2021 Est	2022 Est
REVENUES:										
Special Hotel/Motel Lodging Tax (5%)	\$571,429	571,000	607,000	714,000	571,000	536,000	607,000	571,000	500,000	536,000
Transient Rental income Tax (2%)	228,571	229,000	243,000	286,000	229,000	214,000	243,000	229,000	200,000	214,000
Interest Earnings	-	-	-	-	-	-	-	-	-	-
Total Revenues	\$800,000	\$800,000	\$850,000	\$1,000,000	\$800,000	\$750,000	\$850,000	\$800,000	\$700,000	\$750,000
EXPENDITURES:										
Lodging Tax Programs	662,250	662,250	\$1,189,957	850,000	662,250	1,189,957	750,000	662,250	1,189,957	700,000
Lodging Tax Programs-Transfer Out to Fund 301 Parks CIP	461,034	461,034	-	-	461,034	-	-	461,034	-	-
Total Expenditures	\$1,123,284	\$1,123,284	\$1,189,957	\$850,000	\$1,123,284	\$1,189,957	\$750,000	\$1,123,284	\$1,189,957	\$700,000
Beginning Fund Balance:	\$1,513,241	\$1,513,241	\$1,189,957	\$850,000	\$1,513,241	\$1,189,957	\$750,000	\$1,513,241	\$1,189,957	\$700,000
Ending Fund Balance (earmarked for next year's grant awards)	\$1,189,957	\$1,189,957	\$850,000	\$1,000,000	\$1,189,957	\$750,000	\$850,000	\$1,189,957	\$700,000	\$750,000