

ORGANIZATION AND ADMINISTRATION

3.1 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.

3.1.1 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.
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.

- 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 13.4.3.
 - 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 24 of this Manual of Standards.
 - 2. Court Security Supervisor: Responsibility for managing the security for the Municipal Court, including supervising the Court Compliance Officers.
 - 3. Animal Control Section: Perform the Animal Control Function under the supervision of the NPO Sergeant.
 - 4. 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.
 - 5. 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.
 - 6. 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.
 - 7. 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.

- 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 18 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 19 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 12 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.

3.2 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.

3.2.1 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.

3.2.2 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.

3.3 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.

3.3.1 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.

3.3.2 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.