

# DIRECTION

## 4.1 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.

### 4.1.1 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.

### 4.1.2 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. 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.

### 4.1.3 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.

## 4.2 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.

### 4.2.1 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.
- 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.

#### **4.2.2 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 impacted personnel.
- B. Storage: Electronic copies are accessible to all agency employees via Professional Standards
- C. Receipt: Directives and department memos are generally issued via department email. All department members are responsible for checking their department e-mails 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.