

# San Diego Police Department Force Analysis Unit (FAU)



## Operations Manual

April 2024

## TABLE OF CONTENTS

<b>MISSION STATEMENT</b> .....	3
<b>GOALS AND OBJECTIVES</b> .....	3
<b>TASKS</b> .....	4-7
<b>ORGANIZATIONAL CHART</b> .....	8
 <b>BACKGROUND &amp; UNIT SELECTION</b> .....	 9
 <b>GENERAL RESPONSIBILITIES</b> .....	 10
Responsibilities of Force Analysis Unit Lieutenant... ..	10
Responsibilities of Force Analysis Unit Sergeant .....	11
Responsibilities of Force Analysis Unit Officers .....	12-13
 <b>STANDARD OPERATING PROCEDURES</b> .....	 13
Use of Facility.....	13
Emergency Callback.....	13
Physical Fitness.....	13
Department Vehicles... ..	13
Dress Code.....	13-14
TO's, Vacations, Work Hours .....	14

## **MISSION STATEMENT**

THE FORCE ANALYSIS UNIT (FAU) SUPPORTS THE SAN DIEGO POLICE DEPARTMENT'S EFFORT TO PROVIDE PROFESSIONAL, CONTEMPORARY AND COMPREHENSIVE TRAINING IN POLICE THEORY AND METHOD IN ORDER TO EQUIP DEPARTMENT MEMBERS WITH THE ABILITY TO BEST SERVE THE PUBLIC. THE FAU IS ALSO COMMITTED TO SUPPORT THE DEPARTMENT'S TRAINING DIVISION MISSION AND ASCRIBES TO THE COMMUNITY POLICING PHILOSOPHY, WHICH IS FOUNDATIONAL TO THE DEPARTMENT.

TO FULFILL THIS MISSION, THE FAU WILL ANALYZE USE OF FORCE TRENDS NATIONALLY AND WITHIN THE DEPARTMENT IN ORDER TO IDENTIFY STRENGTHS IN CURRENT PRACTICES, PRACTICES THAT CAN BE IMPROVED AND RECOMMEND CHANGES IN TRAINING BASED ON THE IDENTIFIED USE OF FORCE TRENDS. THE FAU WILL REMAIN ABREAST OF ALL NEW USE OF FORCE CONCEPTS AND CURRENT ISSUES TO SERVE AS A DEPARTMENT-WIDE RESOURCE.

## **GOALS**

- Promote transparency and community trust by analyzing and utilizing the best use of force practices.
- Capture and analyze accurate use of force data to properly identify use of force trends throughout the Department.
- Identify deficiencies in use of force practices in a timely manner
- Assist the development and maintaining of highly trained officers within the aspect of use of force
- Ensure officers maintain peace and order through the provision of police services that are of the highest quality and use of force that is reasonably objective within policy and law

## **OBJECTIVES**

- Review Department use of force incidents to include written documents and associated Body Worn Camera (BWC) footage.
- Analyze Department use of force incidents to look for aggregate trends and commonalities. Utilize this data to influence and improve Department training, policies and procedures.
- Analyze Department de-escalation practices to provide meaningful data for potential improvements to our efforts.
- Research and review best practices throughout the nation on ways to potentially reduce the levels and incidents of force used by Department members
- Proactively monitor high profile, law enforcement use of force incidents throughout the nation and evaluate Department training, policies and procedures based on these occurrences.

# TASKS

## I. Review San Diego Police Department Use of Force Incidents

- A. Each month's use of force events will be reviewed at least two months before the current month has ended.
- This will allow for all monthly use of force data to be pulled together to view monthly trends, compare months, and guide monthly analysis
  - This two-month delay is designed to allow the reviews to be completed without creating conflict with other SDPD policies and procedures
  - This two-month buffer also allows a reasonable time for the completion and submission of all Blue Team, NetRMS and BWC entries
- B. Analyze for trends and commonalities which may include the following:
- Effectiveness of force
  - Was use of force consistent with current training
  - Were CRT tactics used
  - Was de-escalation used or attempted
  - Was less force used than justifiable
  - Was deadly force justifiable but not used
  - Are suspects adapting to current police tactics
- C. While reviewing use of force incidents, the FAU will consider the totality of the circumstances which may include the following:
- Number of officers involved and their current assignments during use of force incidents
  - Experience and ability of the involved officers
  - The physical ability and potential impairment of the subject
  - Incident threat factors
  - Level of resistance by the subject
  - Severity of the crime or community caretaking situation
  - Tense, uncertain, rapidly evolving situations
  - Split-second decision making

- Involved weapons and proximity to potential weapons
- Environmental considerations
- The time of day and geographic locations of incidents
- De-escalation efforts and outcome
- Availability of other force or show of force options
- Injuries to officers and/or involved subjects
- Number of subjects present during the incident
- Prior knowledge and/or contacts with the subject
- Quality of supervision
- Training considerations
- Police radio considerations
- Tactical considerations
- Patrol procedures considerations
- Equipment considerations
- Documentation considerations
- Policy considerations
- Other relevant observations and recommendations

## **II. Analyze Department Data**

A. The FAU will analyze Department data (collected in Blue Team) and use of force incidents to develop and adopt procedures, processes, and best practices. To accomplish this, FAU members will do the following:

- Meet weekly with team members to discuss findings and/or trends
- Work with the Crime Analysis Unit to extract data for analysis
- Perform analysis on data
- Develop custom responses based on analysis
- Determine how success will be measured for future assessments
- Coordinate with the In-Service Training Unit to determine if changes to policy

and/or training are warranted

- Coordinate with the In-Service Training Unit to present proposed changes to the Chief's Executive Committee (CEC)
- Assist the In-Service Training Unit with the coordination of training and Department policy changes to support approved recommendations

### **III. Research Best Practices:**

- A. The FAU will gather and analyze data from other agencies related to their use of force and de-escalation programs to adopt best practices and enhance the Department's own use of force and de-escalation practices. To accomplish this, FAU members will do the following:
- Monitor updates from Peace Officer Standards and Training (POST), to stay current on their use of force guidelines
  - Monitor and analyze the Police Executive Research Forum (PERF) to continually identify new and innovative de-escalation efforts from other agencies
  - Contact agencies to discuss best practices and request supporting documentation
  - Conduct site visits of other agencies (when possible)
  - Make recommendations to adopt best practices
  - Determine how success will be measured for future assessments
  - Coordinate with the In-Service Training Unit to determine if changes to policy and/or training are warranted
  - Coordinate with the In-Service Training Unit to present proposed changes to the Chief's Executive Committee (CEC)
  - Assist the In-Service Training Unit with the coordination of training and department policy changes to support approved recommendations

### **IV. Conduct Assessments**

- A. The FAU will perform assessments on all Department-implemented use of force changes to evaluate if objectives were reached or if additional modifications are required to achieve a better result. To accomplish this, FAU members will do the following:
- Retrieve data from all applicable Department programs (Blue Team, IA PRO, etc.)
  - Work with the Crime Analysis Unit to ensure data to be analyzed is accurate
  - Perform data analysis in conjunction with the Crime Analysis Unit
  - Determine if implemented programs met or succeeded expectations
  - Explore modifications to those programs that failed to succeed

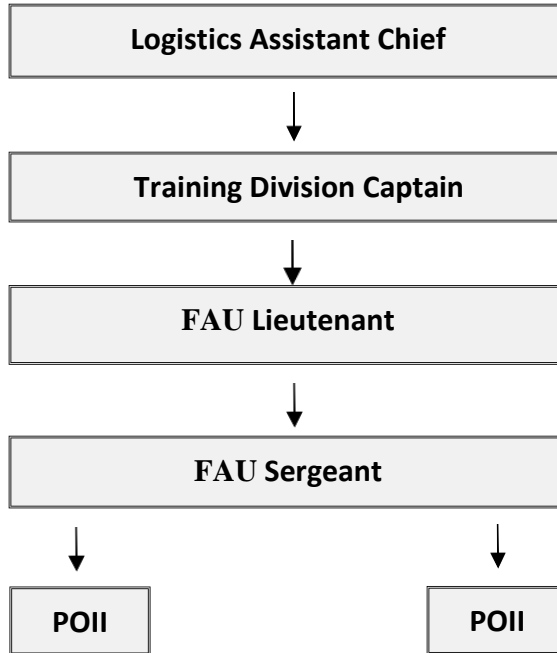
- Determine how success will be measured for future assessments
- Coordinate with the In-Service Training Unit to determine if changes to policy and/or training are warranted
- Coordinate with the In-Service Training Unit to present proposed changes to the Chief's Executive Committee (CEC)
- Assist the In-Service Training Unit with the coordination of training and Department Policy changes to support approved recommendations

**V. Analyze Use of Force Incidents from Other Agencies**

A. The FAU will evaluate high-profile use of force incidents at the national level as they occur, for potential lessons learned and compare them to the Department's training, policies, procedures, and practices. Based on analysis, if changes or modifications to Department training, polices and/or procedures are warranted, FAU will do the following:

- Recommend changes to policy and/or training if warranted
- Determine how success will be measured for future assessments
- Coordinate with the In-Service Training Unit to determine if changes to policy and/or training are warranted
- Coordinate with the In-Service Training Unit to present proposed changes to the Chief's Executive Committee (CEC)
- Assist the In-Service Training Unit with the coordination of training and Department Policy changes to support approved recommendations

# FAU ORGANIZATIONAL CHART





## **BACKGROUND**

In July of 2020, the San Diego Police Department established a Force Analysis Unit. Members of the FAU have limited access to IAPro for reviewing use of force and show of force data in Blue Team. Any employee accessing the IAPro database must obtain the proper clearance through the Internal Affairs Unit. An Internal Affairs Unit confidentiality agreement form must be completed and approved prior to accessing IAPro. The confidentiality agreement form can be obtained from the Internal Affairs IAPro Program Administrator.

All members assigned to FAU will adhere to the confidentiality policy concerning restricted information on department personnel. FAU personnel will not share confidential information with anyone who does not have a right and need to know. FAU members shall not access any documents or Internal Affairs Unit investigations unless approved by an Internal Affairs Unit supervisor **and** have a need to access such document(s).

### **FAU Member Selection Process**

Selection for this position is done administratively by the Training / Employee Development Chief or their designee. The final selection for this position is subject to approval by the Human Resources and Training Division Commanding Officer.

### **FAU Sergeant**

Applicants for this position need to have met the standards on their last performance evaluation. They must be non-probationary and receive their Commanding Officer's recommendation. Desired applicants should possess a strong understanding of Department policies and procedures pertaining to use of force. They must be able to successfully obtain a confidentiality agreement from the Internal Affairs Unit. They should possess good management skills, positive interpersonal skills, and the ability to foster collaboration within and outside the Department. Qualified applicants must submit a completed transfer request through their chain of command to their Commanding Officer. Commanding Officers should consider the applicant's training experience, interpersonal skills, analytical skills, and leadership ability.

### **FAU Officer (Police Officer II/ Police Officer III)**

Applicants for this position must have received an overall rating of competent or higher on their last performance evaluation. Officers must have a minimum of three years of experience on the San Diego Police Department. Desired applicants should possess strong analytical skills, organizational skills, presentation skills and require minimal supervision. They must have the approval of their Commanding Officer. Qualified applicants should submit a completed transfer request through their chain of command to their Commanding Officer

## GENERAL RESPONSIBILITIES

The following is a list of general tasks and responsibilities of the FAU lieutenant:

- The FAU lieutenant reports to the Training Division captain who has overall responsibility for the operation and oversight of the FAU.
- The FAU lieutenant is responsible for the daily operations of the unit and general supervision of all assigned personnel.
- The FAU lieutenant is responsible for supervising one FAU sergeant who in turn supervises two POIIs.
- The FAU lieutenant will meet routinely with FAU staff to go over FAU trends, review findings, discuss proposed recommendations, establish expected performance measures, and provide Department updates.
- The FAU lieutenant will be responsible for ensuring the team is continually moving towards accomplishing the Unit's overarching goals and meeting the Chief's expectations.
- The FAU lieutenant will prepare/and or approve all FAU related documents including but not limited to Quarterly Management Reports, special reports/updates to the Chief of Police and Department Training Bulletins.
- The FAU lieutenant will ensure all written documents are forwarded through the chain of command for review.
- The FAU lieutenant will report use of force trends to the Training Division captain.
- The FAU lieutenant shall prepare reports and presentations relating to the FAU's completed projects to command level officers and the Chief's Executive Committee when necessary or delegate this responsibility to the FAU sergeant.
- The FAU lieutenant will ensure all policies and procedures are adhered to by members of the Unit.
- Due to the nature of the FAU lieutenant's responsibilities, a confidentiality agreement shall be completed through the Internal Affairs Unit.

## **RESPONSIBILITIES OF FORCE ANALYSIS UNIT SERGEANT**

The following is a list of general tasks and responsibilities of the FAU sergeant:

- The FAU sergeant reports to the FAU lieutenant and is responsible for the general supervision of all POIIs within the Unit.
- The FAU sergeant is responsible for ensuring use of force (UOF) incidents are properly reviewed within the established time parameters.
- The FAU sergeant is responsible for assigning use of force incidents to the FAU officers for review. This will be conducted through the IAPro system.
- The FAU sergeant shall prepare reports and presentations to command level officers and the Chief's Executive Committee when necessary or assigned to do so by the FAU lieutenant.
- The FAU sergeant is responsible for working with the Crime Analysis Unit to retrieve and review both use of force and show of force data.
- The FAU sergeant will keep current on de-escalation practices used throughout the nation and build relationships with other agencies and organizations to continually exchange information, ideas and implement best practices.
- The FAU sergeant will work with staff from the In-Service Training Unit, Research Analysis and Planning (RAP) Unit to develop curriculum, policies, procedures, training bulletins and/or videos to support modifications or changes to use of force practices.
- The FAU sergeant will ensure all policies and procedures are adhered to by members of the unit.
- The FAU sergeant may have to review use of force by department members brought to his/her attention by FAU officers.
- Due to the nature of the FAU sergeant's responsibilities, a confidentiality agreement shall be completed through the Internal Affairs Unit.
- The FAU sergeant will be the liaison with the Internal Affairs Unit.
- The FAU sergeant should partner with academic institutions when possible, to further enhance research related to the use of force.
- The FAU sergeant should explore the availability of grant funding (state and federal) to cover costs related to projects that will advance the unit's missions, objectives, and responsibilities. The FAU sergeant will seek the approval of the FAU lieutenant if such possibilities become available.

## **RESPONSIBILITIES OF FORCE ANALYSIS UNIT OFFICERS**

The following is a list of general tasks and responsibilities of FAU officers:

- Review all assigned use of force incidents. This includes reviewing related written reports and Body Worn Camera (BWC) footage.
- Adhere to all Department policies and procedures.
- Notify the FAU sergeant when use of force observed is unlawful or outside of Department policy and procedure.
- Review Blue Team use of force incident data and ensure it is entered appropriately into the database for future analysis.
- Conduct analysis on use of force and de-escalation practices within the Department when assigned to do so and report findings to the FAU sergeant in a timely manner.
- Be prepared to discuss observations, trends, training needs, and creative ideas related to use of force at unit meetings.
- Assist the In-Service Training Unit in developing curriculum, policies, procedures, training bulletins and/or videos to support modifications or changes to use of force practices.
- Be prepared to present observations, trends, training needs and changes to use of force to the Chief's Executive Committee (CEC), command level officers, etc. when necessary.
- At the direction of the FAU sergeant, assist in researching best use of force and de-escalation practices throughout the nation.
- Conduct lineup training, training videos or other departmental training at the direction of the FAU lieutenant or sergeant.
- All FAU officers must have a thorough understanding of what is taught in AOT and the SDRPSTI (San Diego Regional Public Safety Training Institute).
- All FAU officers are encouraged to pursue classes and certifications in some, if not all the following:
  - Use of Force
  - Use of Force Liability for Agencies
  - Force Encounter Analysis
  - Force Option Simulator
  - Defensive tactics
  - Less lethal munitions
  - Taser
  - Extended Range Impact Weapons
  - Human Factors/Force Science
  - Any other related courses as deemed necessary

## **STANDARD OPERATING PROCEDURES**

### **I. POLICE PLAZA FACILITY**

- A. All office space will be kept neat and orderly. Each work area will be maintained in a professional and organized manner.

### **II. EMERGENCY CALL-BACK**

- A. In the event of a large-scale disaster or critical incident, the FAU staff is available for call out. The FAU lieutenant shall ensure that an up-to-date callback roster is maintained and disseminated to all supervisory personnel. At least one "test callback" will be initiated every six months. In the event of an actual call out, the Watch Commander will notify the FAU lieutenant of the need for personnel. The FAU lieutenant will determine which personnel to call back and notify the appropriate sergeant(s) with the details.

### **III. PHYSICAL FITNESS**

- A. As a part of Training Division, FAU staff are often requested to assist support the In-Service Training Unit personnel and the San Diego Regional Public Safety Training Institute staff. FAU members are role models for all students involved in training and their level of physical fitness adds to the credibility of the FAU. As such, FAU members are expected to maintain a high level of physical fitness.

### **IV. DEPARTMENT VEHICLES**

- A. There is one vehicle assigned to the FAU Unit to provide transportation for staff members in the performance of their duties. Additional shared vehicles are available at Training Division. All vehicles will be operated in compliance with respective Department Procedures.

### **V. GENERAL DRESS CODES**

- A. Uniformity in dress code is an important component of presenting a professional image for any law enforcement agency.
- B. All FAU staff will adhere to the uniform guidelines set forth in this manual.
- C. FAU staff may wear either of the following two uniforms when working in their assignment at Police Plaza:
  - 1. Class "B" Uniform
    - Short sleeve shirt with patches
    - Department regulation trousers
    - Black uniform belt
    - Plain black or metal watch with matching band
    - Black socks and black shoes

- Department name tag
- White or black crew tee shirt

## 2. Training Division Uniform

- Short or long sleeve shirt, black polo type shirt with SDRPSTI logo (5.11 or similar)
- Khaki (SDPD) tactical type trousers (5.11 or similar)
- Matching black or tan nylon tactical uniform belt
- Black or tan boots or shoes

D. FAU staff may additionally wear the following uniform if instructing a lab class during that day:

## 3. Lab Uniform for Instructors/Trainers (Van/Bicycle Training, Range, E.V.O.C., D-TAC)

- Short sleeve black t-shirt, black or red polo shirt with San Diego Regional Public Safety Training Institute logo on left breast
- Tan, black or blue pants
- Black uniform belt
- Optional shorts - navy blue or black, Dickies brand
- White tennis type shoes or coordinated shoes/boots
- White crew length or running socks (plain)
- Ball cap with approved logo on it

## VI. T/O'S, VACATIONS, WORK HOURS

- A. Normal business hours for FAU are 0500-1700 hours, Monday through Friday.
- B. FAU staff work a four-day, ten-hour schedule. All time off (i.e., vacation, compensatory time, sick-time, and family leave) shall be approved by a FAU supervisor.
- C. Overtime may be assigned when necessary. Adjustment of normal work hours will be in accordance with Department Procedure 5.12. Pre-approval is required in most cases.