

**CITY OF SAN DIEGO
M E M O R A N D U M**

DATE: August 22, 2002

TO: Dave Bejarano, Chief of Police
via John Welter, Executive Assistant Chief

FROM: Gary Gollehon, Lieutenant

SUBJECT: Use of Force Task Force Recommendations Update
Updates are in **bold** face

This report outlines the status of the Use of Force Task Force recommendations. Thirty-one of the 100 recommendations are in various stages of implementation and one recommendation was rejected due to a direct conflict with another recommendation. The Police Department absorbed the costs of implementing the thirty-one recommendations during the past two fiscal years.

Forty-four additional recommendations are scheduled for implementation over the next fiscal year. The minimum estimated cost to implement these **forty-four** recommendations is **\$1.7 to \$2 million**. The **forty-four** recommendations are listed beginning on page 3 of this report

This report begins by listing the thirty-one Use of Force Task Force recommendations that were implemented in the past and current fiscal year. Reference is by recommendation number and page number from the original recommendation document.

<u>Recommendation #</u>	<u>Page #</u>
1. Adopt revised DP 1.04, Use of Force policy	1
DP as submitted by Task Force needs review by Policy Development Team and CEC approval prior to adoption.	
2. Adopt revised force “matrix”	4
Part of DP 1.04, see recommendation #1	
3. Adopt revised DP 4.01, Stops, Detentions and Pat-down policy	5
DP as submitted by Task Force needs review by	

Policy Development Team and CEC approval prior to adoption.

5. Increase Canine Unit teams 7

See recommendation #5 in recommendations FY 2003

13. More F.A.T.S. training with emphasis on other force options 19

In addition to ROT, officers are offered menu classes and squad training where the emphasis is on other force options and tactical communications.

16. Accountability for items missed during searches 22

17. Adopt revised DP 1.05, Firearms Procedure policy 23

DP as submitted by Task Force needs review by Policy Development Team and CEC approval prior to adoption.

18. Adopt revised DP 1.36, Specialty Munitions policy 24

DP as submitted by Task Force needs review by Policy Development Team and CEC approval prior to adoption.

19. Move “deadly force language” to DP 1.04 25
See recommendation #1

20. Adopt revised DP 1.03, Pursuit Procedures policy 26

DP as submitted by Task Force needs review by Policy Development Team and CEC approval prior to adoption.

21. Adopt revised DP 1.13, Emergency Vehicle Operation policy 28

DP as submitted by Task Force needs review by Policy Development Team and CEC approval prior to adoption.

22. Violation of traffic laws	29
25. Replacement of light bars	33
Completed, MX 7000 light bars installed on all vehicles.	
26. Install sirens with a higher decibel level	34
Per John Alley, the Department will purchase 100 new siren speakers this year, 100 next year, and 100 in subsequent years until all are replaced. Current cost is \$90.00 per speaker.	
43. Continue Vehicle Stop Program as a regular process	55
45. Mediation as an alternative to resolve citizen complaints	57
Mediation program is up and running. First mediation conducted on 03/07/02. As of 08/12/02, seven mediations conducted; all successful.	
47. Commitment to change	59
50. Application of force training	62
55. Dialogue on what San Diego wants its police department to be	67
59. Identify perishable skills and provide periodic training	71
ROT, beginning July 2002 will have 17 hours of training in perishable skills; including firearms, defensive tactics, driving, and tactical communication.	
65. Maintain Serial Inebriate Program	79
68. Adopt revised DP 6.20, Mental Health Procedures policy	84
DP revised, published, and distributed 05/08/02	

69. New DP 6.28, Psychiatric Emergency Response Team policy 85

New DP published and distributed 05/08/02

70. Implement recommendations & provide feedback to Task Force 86

Ongoing as recommendations implemented, Task Force advised through e-mail on quarterly basis.

72. Upgrade website 90

74. Partner with Deaf Community Services 94

79. Provide business cards 102

84. Start youth forums 107

85. Community information program about 911 108

95. Amend DP 1.30, Press Release and Media Relations 119

DP revised, published, and distributed 05/08/02

96. Information release at officer involved shootings 120

100. Release of information 124

(Rejected, direct conflict with Recommendation 96)

Recommendations for FY 2003

The following **forty-four** recommendations are scheduled for implementation in the next fiscal year. Cost estimates, where available, are listed with each recommendation. **(Update, recommendation #90 was added on 04/23/02, recommendations #29, #32, and #51 were added on 06/18/02 for a total of forty-four recommendations.)**

Recommendation #

Page #

5. Increase Canine Unit teams 7
- The initial cost to add four additional Canine Unit Teams is approximately \$1,020,000. (\$255,000 x 4 teams)
This recommendation is ongoing. 4 teams have been added and additional teams will be added if funding is available. (NOTE: This recommendation was included in the initial 31 recommendations and is not tallied in those scheduled for action over the next fiscal year.)
The Department is planning to request funding assistance from the San Diego Police Foundation.
7. Evaluate current defensive tactics curriculum 10
- No cost - Evaluation only
8. Evaluate issuing pepper ball system to all field officers 11
- No cost - Evaluation only
10. Discretion in application of handcuffs/Issue waist chain cuffs 14
- The cost to issue waist chain cuffs to all patrol officers is approximately \$70,000
15. Tuition reimbursement for defensive tactics, stress management and 75% of all costs for college courses 21
- This issue requires further study. Tuition reimbursement affects all city employees and may require labor discussions.
- 29. Pursuit/Emergency Vehicle Operation training 39**
- Vehicle operation was part of the last ROT phase. In addition, vehicle operation is part of the “perishable skills” training at ROT beginning July, 2002.**
31. Review past internal and external reviews of SDPD processes 43

No cost - Review currently in progress
Review completed. Where possible similar recommendations identified and cross-referenced with current recommendations. This will provide an historical perspective and identify recurring recommendations.

32. Evaluation of training curriculum 44

The Regional Academy is one of four “test” academies in California to develop and incorporate the concepts of “leadership, ethics and community policing” into any and all areas of academy instruction where they fit. This is under the coordination of POST. This project is approximately one year old and is entering a new phase. The complete academy curriculum was reviewed and potential “insertion points” were identified. These are places where the three concepts already exist, or are appropriate places for evaluation or definitely require the addition of these considerations.

The current activity consists of a review of these insertion points. Curriculum content change is being proposed where appropriate, and instructional delivery, learning activities and/or testing processes are being considered for adjustment.

Changes, once identified and recorded, will be used to alter Academy training curriculum at the test sites. The pilot program will include implementation of this experimental curriculum and assessment of its effectiveness. In terms of content and statewide impact, it is anticipated That this project will require 3 to 5 years to complete.

34. Evaluate officers stress levels, bias, and coping skills 46

A proposal has already been made to create an employee health unit offering department wide peer support. Training could be provided by the Police Department’s psychological provider, FOCUS, under their existing contract. A program manager for the health unit would be hired at an approximate cost of \$90,000 per year in salary and benefits.

Announcement published, 04/25, seeking volunteers for The Member Assistance Program, a prevention and intervention service to assist peers with stress caused by professional and personal issues. 40 volunteers, 9 civilian and 31 sworn selected. Training agenda reviewed and approved. Dr. Brunton developing training materials. Training sessions pending.

35. Real time information regarding citizen complaints 47
- Will be available as part of program developed in recommendation 71.
(See recommendation 71 for costs.)
36. Training in customer-oriented communications 48
- Requires further study. The costs involved will depend on the curriculum and training resources utilized.
Two hours of Tactical Communication in current ROT. The Core Instructor has re-written the curriculum to include customer service components. Additionally, the issue of how law enforcement actions may be perceived by the public is explored.
37. Stress management/education resources 49
- Requires further study. This could possibly be handled by FOCUS with minimal or no additional costs to the department.
38. Peer counseling telephone hot-line 50
- In addition to the cost of a telephone line, there is also a cost per call that cannot be determined at this time. Although volunteers would be utilized, there may be costs involved in the training of the volunteers. Further study is

required.

39. Cultural instruction and interaction 51

Requires further study. Actual costs will depend on the extent of the training, who will conduct the training, etc.

A three hour course on Arab Culture and Religion has recently been added to the Menu Class offerings.

40. Conduct racial/cultural sensitivity training 52

Requires further study. This recommendation involves hiring an outside vendor to provide the training.

The state requirement for Cultural Diversity/Discrimination training is 24 hours for the Basic Academy. The San Diego Regional Public Safety Training Institute currently offers 38 hours on these topics. Additionally, basic Spanish for law enforcement is not required by the state; however, the San Diego Regional Public Safety Training Institute requires 32 hours in the Basic Academy. There are 8 training topics included in the Cultural Diversity/Discrimination training block. These topics include: Prejudice and discrimination; perceptions and stereotypes; human rights; effective law enforcement contacts; cross-cultural communications; cross-cultural contacts; hate crimes; and sexual harassment. 5 hours of racial profiling training is mandated in the 2002 Regional Officer training program.

41. Racial profiling as element of recruiting, hiring and training 53

Requires further study. This recommendation may involve continuing the existing analysis of traffic stops and conducting community surveys.

ROT beginning July 2002, will have racial profiling as a component of the training.

44. Mediation training for field dispute resolution 56

Requires further study. The costs involved will depend

on the curriculum and training resources utilized.
RCPI offers a two-day class “Mediation for Law Enforcement Officers.” The class is designed for experienced facilitators to learn the skill of mediation and conflict resolution for use within their departments and communities.

46. Professional assistance for stress-related problems 58

If this could be handled by FOCUS and/or EAP, there would be no significant new costs.

- 51. Education process with San Diego Unified School District 63**

Currently identifying all existing programs/involvement between SDUSD and SDPD.

Numerous identified but weak in middle school programs.

Through a grant involving the Police Foundation, SAY SD, SDPD, and San Diego City Schools there will be a program at O’Farrell in S/E that will focus on Middle School students. An officer will meet with five different groups of students for 2 hours a week. The component of the program the officer will be involved with is called “Safety/Decision Making.” Topics included will be; conflict resolution, problem solving, anger management, resisting peer pressure, decision making, mediation, positive view of police and law enforcement.

53. Continual review of quality of content and instructors 65

Requires further study. The recommendation does not indicate who would be responsible for auditing the classes. There may be a cost involved if it is necessary to contract with outside sources.

56. Formal mentoring program 68

No cost involved.

60. Periodic column in newspapers 72
No cost involved.
61. Video, "Recognizing Mental Illness: A Proactive Approach" 73
No cost involved, video is available from POST.
62. Increase level of mental health training 74
Requires further study. The costs involved will depend on the curriculum and training resources utilized.
63. Training in stress debriefing 76
Requires further study. The costs involved would depend on the curriculum and training resources utilized.
64. Expand PERT and HOT 77
PERT cost is \$99,000 per clinician
HOT cost is \$292,000 per team
66. Resource guide for officers for homeless/mental health issues 81
Requires further study. The costs involved would depend on the resources utilized.
67. Create educational video involving persons with mental illness 82
Requires further study. The costs involved would depend on the training resources utilized.
71. Develop Early Warning System to identify problem employees 88
Cost: \$50,000. Attempting to develop a partnership with the Crime Commission for financial assistance.
Tampa Police Department will give a presentation on their Early Warning System, in San Diego,

April 17-18. Presentation provided valuable input. Revised proposal being drafted for CEC presentation. Customers have been identified and initial planning meeting is being scheduled.
7/25 Grant Management Analyst D. Warlick obtained info on our proposed program and will submit grant application to COPS. \$75,000 grant is available to police departments for implementing an EWS/EIP program. Application submitted.

77. Chief on-line to talk with public 99

Requires further study. The costs involved would depend on the resources utilized. The department currently maintains its own website but the implementation of an on-line chat forum would necessitate additional resources.

78. Review Communications hiring, retention, promotion process 100

No significant cost.

80. Update wallet size public information cards 103

Was recently distributed in “flyer” form. Wallet cards are available and cost approximately \$155 per 3000. Wallet size cards were reviewed for accuracy and are current. Adequate supply on hand.

81. Video/audio PSA’s regarding Community Partnerships 104

No cost.

82. Neighborhood Watch Program - Purchase signs 105

The signs are purchased from a private company. The City cannot produce the signs because the Neighborhood Watch logo is copyrighted. The signs and hardware currently cost \$80 each. The actual cost of this recommendation would depend on the number of signs needed. One sign for each of the 103 neighborhoods would cost \$8,240.

83. Role of Crime Stoppers 106
No cost could be accomplished via a PSA.
86. Recognition of various police uniforms 110
No cost could be accomplished via a PSA.
87. PSA's on emergency vehicle right of way 111
No cost could be accomplished via a PSA.
88. Award from Department to media 112
Requires further study. The cost would depend on the type of award, how elaborate the presentation ceremony, the necessity of renting a facility, etc.
89. Open House 113
No cost could be accomplished via a PSA.
- 90. Public series of academy like classes 114**
RCPI is developing a citizen academy. It will be approximately six weeks in length; meeting for 3 hours on Wednesday nights. Topics will include; Law enforcement procedures, COPPS, Gangs, Narcotics, Identity theft, Crime prevention, Use of force, Firearms, Police pursuits, Ethics, IA/CRB, and a ride-along. First class began June 5, 2002 and graduated July 24, 2002. New academy in planning/funding stage.
92. Increase Canine demonstrations 116
No cost
According to the Canine Lt. in 2001, 39 demonstrations given; average 3.3 per month. YTD 2002, 36 presentations, average 4.5 per month.

94. Media guidebook	118
In the process of being designed and implemented. On March 28, 2002, Media Relations e-mailed to the media the updated Media Resource Guide.	
97. Roundtable discussions	121
No cost	
98. PIO to work weekends	122
Further study needed. Cost analysis and the need for PIO services on the weekend are factors.	
99. Ride-along with Media	123
No cost	

The minimum cost to implement these forty-four recommendations is **\$1.7 to \$2 million**. This cost includes four Canine Units, one HOT team, and one PERT team. Increasing the number of these teams would increase the total estimated costs. There are also recurring costs involved in increasing the size of these specialized units and that amount has not been factored into this figure. Additional evaluation on these recommendations is underway.

Gary Gollehon, Lieutenant
Professional Standards Unit