

SAN DIEGO POLICE DEPARTMENT

RESEARCH, ANALYSIS, AND PLANNING UNIT



Operations Manual

August 2019

I. MISSION STATEMENT

The Research, Analysis, and Planning Unit will strive to improve the efficiency and effectiveness of Department operations by consistently evaluating, analyzing, and inspecting its systems and procedures.

II. GOALS

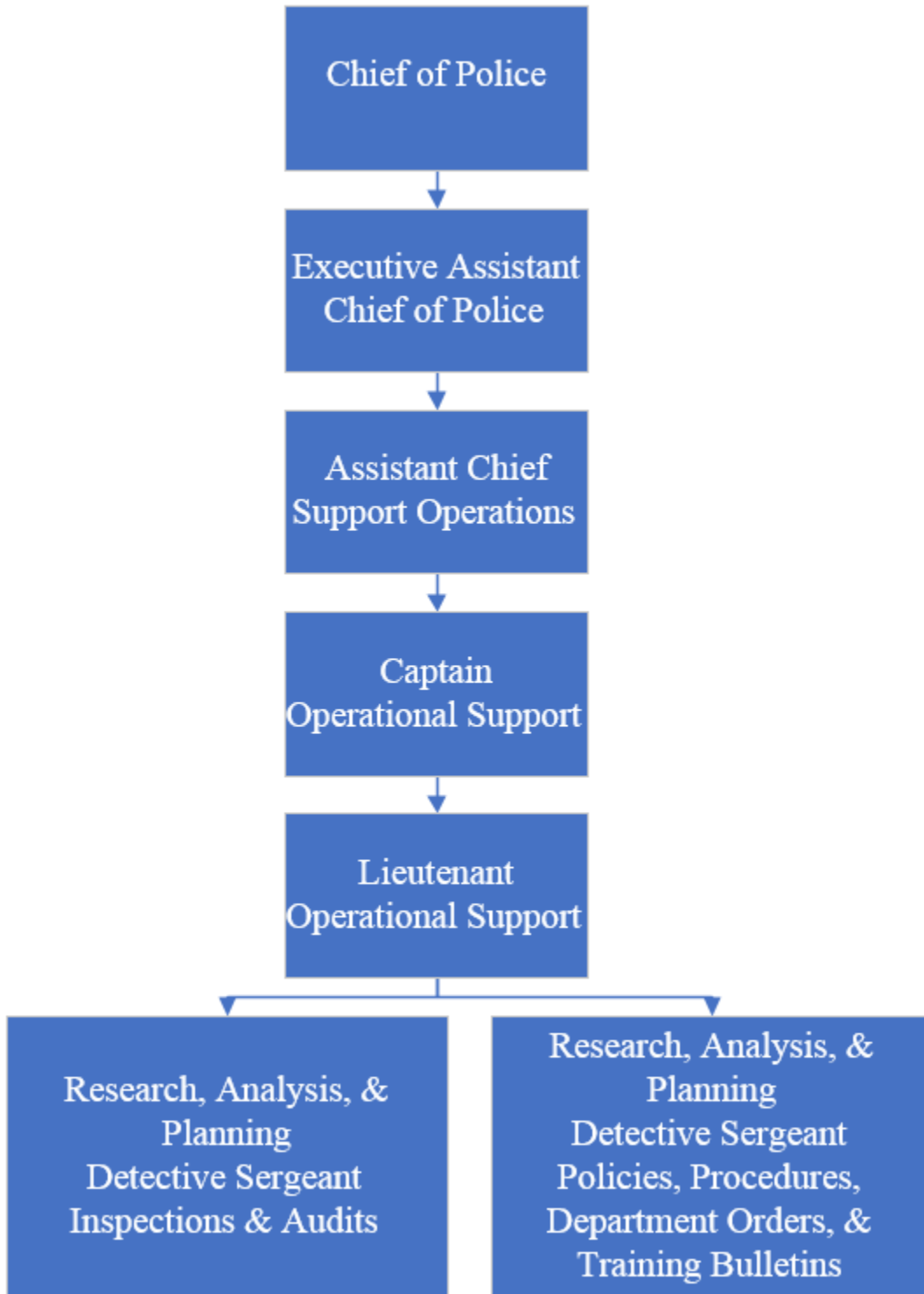
- A. Conduct vital research and analysis related to modern day law enforcement and public safety.
- B. Facilitate Department management planning efforts for improving organizational effectiveness.
- C. Provide quality inspections that are meaningful to the organization and in support of the Department's goals.
- D. Ensure that all Department Policies and Procedures are reviewed, updated and published routinely.

III. STRATEGIES

- A. Research and Analysis
 - 1. Conduct research and analysis on topics identified by the Chief of Police.
 - 2. Identify best practices in the public safety and private sectors.
 - 3. Offer recommendations to the Chief of Police regarding practices to improve the Department's organizational effectiveness.
- B. Planning
 - 1. Facilitate planning efforts of all Department managers and commanding officers.
 - 2. Coordinate and maintain the Quarterly Management Reporting process with commanding officers.
 - 3. Regularly report to the Chief of Police on the progress made on Department planning projects.

- a. Facilitate and monitor progress related to the Department's Five-Year Plan.
 - b. Facilitate and monitor progress related to the Department's strategic goals and objectives.
 - c. Facilitate and monitor progress related to the Department's performance measure goals.
 - d. Assist the Chief's Office with other planning issues.
- C. Inspections
- 1. Conduct annual inspections of each command. Conduct special inspections at the direction of the Chief of Police.
 - 2. Collaborate with commanding officers in developing recommendations to correct discrepancies discovered during inspections.
- D. Department Directives
- 1. Oversee development and publishing of Department directives, to include; Department Orders, Policies, Procedures, Inspections Guide, Investigative Procedures Manual, Operational Manuals, and Training Bulletins.
 - 2. Conduct frequent, timely reviews of existing Department directives to ensure that they remain current.
 - 3. Develop new Department Directives, as needed.
 - 4. Conduct annual review of the Resource Library to ensure that it remains current.

IV. ORGANIZATIONAL CHART



V. STAFFING AND RESPONSIBILITIES

The Research, Analysis, and Planning (RAP) Unit is staffed with two Detective Sergeants under the direction of the Captain of Operational Support.

Primary Responsibilities:

A. Captain of Operational Support

1. Responsible for all operations and functions of the Research, Analysis, and Planning Unit.
2. Maintains liaison with the members of the Chief's Executive Committee, other commanding officers, and supervisors responsible for units or functions being inspected.
3. Oversees research projects and ensures quality analysis of collected data.
4. Facilitates collaboration between the Research, Analysis, and Planning Unit inspection team and the commanding officers responsible for units or functions being inspected, in developing recommendations to correct discrepancies discovered during inspections.
5. Reviews and approves all completed reports before forwarding them to the Assistant Chief of Support Operations for his/her approval.
6. Reviews and updates the Research, Analysis, and Planning Operations Manual.
7. Assists in the development of Unit goals, objectives, and long-range plans.
8. Focus on employee development issues, such as ensuring the staff have appropriate training.
9. Evaluate the work performance of the RAP Sergeants.

B. Detective Sergeants

1. Perform the responsibilities associated with the review, approval, and dissemination of Department Directives, as outlined in Department Procedure 1.01, Department Directives.
2. Conduct assigned research, analysis, inspections, and administrative activities.

3. Prepare reports and make recommendations for improving organizational effectiveness.
4. Facilitate Department planning efforts related to research projects.
5. Track completed inspections and diligently strive to ensure the receipt of timely responses to all recommendations.
6. Upon receipt of all responses for an inspection, prepare an executive summary of the inspection and the responses to it.
7. Maintain and track RAP files.
8. Facilitate data collection and reporting process for Quarterly Management Reports (QMR).
9. Monitor the Resource Library for current documents (e.g., Operations Manuals, organizational charts, etc.).
10. Assist with assigned research, analysis, inspections and administrative activities.
11. Conducts an annual review of inspection files to determine if any need to be purged.

VI. UNIT OPERATIONS

A. Office Hours

1. The Research, Analysis, and Planning Unit is open from 0600 to 1600 hours, Monday through Friday.
2. The Research, Analysis, and Planning Unit is closed on all City holidays.

B. Office Security

1. Confidential material is contained within the office, making it necessary the RAP office be secured at all times.
2. When leaving the office, even for brief periods, all personnel are to ensure that all files and doors are locked. The last person to leave the office at the end of the business day shall ensure that all files and doors are locked, and computers are turned off.

C. Vehicles

1. One unmarked vehicle is assigned to the Research, Analysis, and Planning Unit. The vehicle is for the daily operational use of the members of the unit.
2. Generally, the vehicle provided for daily operational use, is not assigned as a “take-home” vehicle.
 - a. When necessary to facilitate an inspection, the Captain of Operational Support may grant approval for unit personnel to use a vehicle on a take-home basis for the limited duration of an inspection or other work-related purposes.
 - b. The rules governing the use of take-home vehicles, outlined in Department Procedure 1.16, Off-Duty Use of Department Take-Home Vehicles will be followed.

D. Unit Designators

1. Department Procedure 2.02, Communications Unit Designator System, lists unit designators for all Department units.
2. Designators 2260 through 2269 are reserved for the Research, Analysis, and Planning Unit.
3. Unit designators are identified in the division’s call-back list.

VII. TYPES OF INSPECTIONS AND ACTIVITIES

A. General Command Inspections

General command inspections are routine inspections of all commands as outlined in the Department Inspection Guide and Department Procedure 1.25, Inspections and Audits Protocol.

The Department Inspection Guide states, “The commanding officer of the Research, Analysis, and Planning unit will ensure that annual inspections of commands are conducted to determine compliance with Department Policy 1.25 (Inspections and Audit Policy) and Department Procedure 1.25 (Inspections and Audits Protocol). Inspections of commands may be conducted by category and Department-wide, such as an inspection of all commands’ records pertaining to appearance and grooming standards, or conducted randomly at selected commands to verify compliance of all inspection requirements. Reports of these inspections will be forwarded to the Chief of Police, via the Executive Assistant Chief and Assistant Chief of Support Operations, with courtesy copies provided to the assistant chiefs responsible for the subject commands.”

B. Special Inspections

Special inspections are reviews or audits of units, functions, or systems, undertaken in response to specific concerns of the administration. The objectives are usually narrow in scope and the inspections may be conducted without advance notice. Examples of special inspections include: reviews of such functions as firearms training, procedures for impounding property, disciplinary practices, petty cash procedures, and surveys of driving practices.

C. Follow-up Inspections

Follow-up inspections are conducted to determine if recommendations made in reports of general and special inspections, and accepted by the assistant chief responsible for the subject unit or function, were implemented. It focuses on the responses to the recommendations and, therefore, are less comprehensive than general or special inspections.

D. Administrative Activities

1. Administrative activities include committee work, special reports, or other activities, assigned by the chain of command. These activities are not inspections; however, they often come about as the result of inspections. This category of activity is designed to facilitate the capture of

information on the actual workload of the Research, Analysis, and Planning Unit.

2. Unit personnel should limit their role in such activities to that of consultant, whenever possible. If Research, Analysis, and Planning Unit members undertake more time-consuming roles, the ability of the unit to fulfill its primary responsibilities to the Department may be adversely impacted.

VIII. PROCEDURES FOR INSPECTIONS

A. Scope

The scope of an inspection is determined by the Department administration. The assigned Research, Analysis, and Planning Unit member formulates the specific objectives of an inspection. These objectives are based on direction received from the Assistant Chief of the Office of Support Operations, with the concurrence of the Captain of Operational Support.

B. Scheduling

General inspections for all commands are scheduled up to 12 months in advance. Commands are randomly listed in the schedule. The Research, Analysis and Planning Sergeant notifies all office heads and commanding officers of the general inspection schedule near the start of each fiscal year.

The operations of the unit being inspected should not be unnecessarily restricted. Inspections will be conducted with as little disruption of routine unit activities as possible.

C. General Inspection Guidelines

All commands will be inspected annually in random order. **Employee Performance Evaluations will be inspected during every inspection to determine the degree of timeliness of performance evaluations.** Other areas of inspection will be selected at random from the following list:

1. ALCO Sensors
2. Assurance of Inspections
3. Command Weapons Inventory
4. Division Morale Fund
5. Division Operations Manual
6. Division Personnel Files
7. EIIS
8. Fictitious Identification Documents

9. Informants
10. Investigative Funds
11. MPS Message Audit
12. Portable Radios
13. Vehicle Condition and Equipment

The results of the general inspections are reported on a Report of Inspection form. The Research, Analysis, and Planning Unit will have the assistant chief and commanding officer responsible for the command inspected sign the report form acknowledging the findings. Once each quarter, the Research, Analysis, and Planning Unit will prepare and forward a summary of findings from the general inspections to the Executive Assistant Chief of Police.

IX. TRACKING, PREPARATION, DISTRIBUTION, AND FILING OF REPORTS OF RAP ACTIVITY

Following is a synopsis of routine procedures for tracking, preparation, distribution, and filing of reports of RAP inspections, studies and assignments. When modifications are made to the procedures for extraordinary circumstances, care should be taken to ensure that appropriate log entries are made and necessary file copies are retained. Routine forms of inspection memoranda mentioned are stored as “shells” in the “forms” folder on the G-drive and are available to Research, Analysis, and Planning Unit personnel from their personal LAN logons.

A. Inspection Tracking Number and File

A tracking number will be assigned to each inspection on the Research, Analysis, and Planning Unit Activity Log. The log is located at G:\RAP\RAP\Activity Logs.

The Activity Log should be updated monthly to reflect the progression of the inspection cycle and forwarded to the Captain.

A tracking number will be affixed to a file folder and placed into the secure filing cabinet. All subsequent reports related to the inspection or project will be stored in this file, including the Check List for Tracking (see addendum), Preparation, Distribution, and Filing of RAP Activity. The Check List (available in G:\RAP\RAP\Inspections\InspNotice_ReportDistribution_Tracking Forms) will be kept up to date by the project lead.

B. Advance Notice of Special Inspection

Advance Notice of Inspection is a memorandum addressed to the affected Office heads, announcing that an inspection is about to commence and outlines the subject and objectives of the inspection.

Advance Notice of Inspection memoranda are prepared over the signature of the Assistant Chief of Police for Support Operations. The memoranda are distributed to all assistant chiefs/directors directly affected by the subject of the inspection. The original Advance Notice of Inspection memorandum will be retained in the original inspection file.

C. Inspection Reports

Inspection reports will generally be prepared in the format outlined in a report shell located at:

G:\RAP\RAP\Inspections\Inspection Report Shells\InspectionShell.doc.

Completed inspection reports will be reviewed by the Captain of Operational Support prior to being forwarded to the Assistant Chief of Police of Support Operations for approval and signature.

The Executive Assistant Chief of Police will provide authorization to release the inspection report to other members. The authorization will include a distribution list.

The responsible Research, Analysis, and Planning Unit inspector will disseminate approved copies of the inspection report to authorized members.

D. Inspection Responses

Inspection reports frequently outline recommendations to rectify identified deficiencies. Affected office heads are directed by the Executive Assistant Chief of Police to prepare written responses to address each recommendation.

Written responses are generally to be completed in a format suggested in a sample response memorandum located at:

(G:\RAP\RAP\Inspections\InspNotice_ReportDistribution_Tracking Forms \Sample Response to Recommendations) provided by the Research, Analysis, and Planning Unit. In essence, the respondent should indicate agreement or disagreement with each of the pertinent recommendations. If they are in agreement, they should articulate in writing, what work they anticipate to accomplish, whom they have assigned to accomplish it, and when they expect to have it completed.

If the command is in disagreement with one or more recommendation(s), they should, provide analysis of the issue(s) and state any alternative action(s) believed to be appropriate. If an alternative action is proposed, an anticipated date of accomplishment should be included.

Completed written responses are routed to the Executive Assistant Chief of Police via the Research, Analysis, and Planning Unit.

The Research, Analysis, and Planning Unit can assist affected offices and commands in creating strategies and tasks to address issues of inspections.

E. Executive Summary of Responses

The Research, Analysis, and Planning Unit will analyze all responses submitted related to an inspection and will prepare a written synopsis for the Executive Assistant Chief of Police over the signature of the Assistant Chief of Support Operations. If appropriate, a representative of the Information Services Division will present the executive summary to the Chief's Executive Committee (CEC). The Executive Assistant Chief and/or the CEC will determine what, if any, recommendations are to be implemented and decide if a follow-up inspection is necessary. If a follow-up inspection is not required, the inspection cycle is complete.

F. Follow-up Inspections

Follow-up inspections are conducted to determine if recommendations made in inspection reports, and accepted by the assistant chief responsible for the subject unit or function, were implemented. It focuses on the responses to the recommendations and, therefore, are typically less comprehensive than general or special inspections.

Once the decision to conduct a follow-up inspection is made, an approximate date is set for beginning the follow-up inspection; usually 30 days from the conclusion of the original inspection.

G. Announcement of Forthcoming Follow-up Inspection

The Research, Analysis, and Planning Unit will announce the pending follow-up inspection to the office heads previously affected by the original inspection on the day of failure inspection. The written announcement will include copies of the original inspection report, the associated responses, and, an executive summary of them.

A sample shell for the announcement is located at:

*G:\RAP\RAP\Inspections\InspNotice_ReportDistribution_Tracking Forms\
Follow-Up Inspection Advance Notice.doc.*

The inspection cycle is complete once the follow-up inspection is completed and the follow-up inspection report has been prepared and distributed.

H. Inspection Files

Completed inspection file folders must contain an Advance Notice of Inspection Memo; a Distribution Approval Memo; a Distribution List, the original Inspection Report; all Inspection Response Memos; any copies of Overdue Inspection Response Memos and side letters; and Check List for Tracking, Preparation, Distribution, and Filing of RAP Activity.

Supporting documentation, research materials, and investigator's notes should be retained separately in the investigator's designated unit file. This information should be organized and placed in clearly labeled folders. These materials are generally retained for the life of the inspection and are purged simultaneously with the inspection.

X. COMPUTER FILES

A. Inspections/Audits

A "folder" is created on the LAN at drive "G:\RAP\<>name of inspection>" and maintained for each inspection conducted and remains active throughout the life cycle of the inspection.

B. Inspection files will remain on the G: drive to facilitate research.

XI. CONFIDENTIALITY, RETENTION, PURGING, AND DESTRUCTION OF REPORTS

A. Confidentiality of Reports

Report files are confidential. All reports bear the admonishment:

**CONFIDENTIAL: THIS REPORT IS FOR THE EXCLUSIVE USE OF
THE CHIEF OF POLICE.**

Reports, or portions of, shall not be released to anyone outside the Research, Analysis, and Planning Unit without the prior approval of the Captain of

Operational Support. Particularly sensitive reports, or parts thereof, shall be released only with the approval of the Assistant Chief of Support Operations.

B. Retention/Purge of Report Files

In general, reports, both in their paper and computer form, will be purged in December of the fifth year after the calendar year in which the inspection or research and analysis was completed. Inspection reports involving units or functions that have not been recently subjected to an inspection may be maintained until completion of a new inspection or after five years, whichever is later.

The Captain of Operational Support and the Assistant Chief of Support Operations will review each file. No files or documents will be destroyed without this mandatory review.

C. Destruction of Records – Destruction of records is governed by San Diego Municipal Code 22.2607.

1. Eligibility – No record shall be destroyed until it has been properly inventoried, appraised, and entered in the Records Disposition Schedule. Furthermore, before a record is eligible for destruction, the Department head (Chief of Police) must first make the following determinations:
 - a. Required retention periods listed in the Records Disposition Schedule have lapsed.
 - b. The record is maintained by said department.
 - c. The record is no longer required to fulfill any administrative, fiscal, legal, or historical interests of the City or the public.
 - d. The record series title is descriptive and does not include the use of the words “miscellaneous” or “various,” or words of similar connotation.
2. Procedures – Before records are destroyed, the Department head (Chief of Police) shall:
 - a. In compliance with the Records Disposition Schedule, exercise a final review over all records eligible for destruction for the purpose of determining any further administrative, fiscal, legal, or historical needs.
 - b. Ensure that if the Records Disposition Schedule does not specify records for transfer to the Records Center, the records shall be

destroyed at the end of the listed office retention period in compliance with the Records Disposition Schedule.

- c. Ensure that if the Records Disposition Schedule does specify records for transfer to the Records Center, and this has not occurred, the records shall be destroyed, providing they have exceeded their total retention requirement (office plus Records Center).
- d. Destroy duplicate records and non-records when they are no longer needed in the course of the City's business.

XII. PERSONNEL INVESTIGATIONS

- A. On rare occasions, the Research, Analysis, and Planning Unit may be assigned to investigate a personnel matter.
- B. For internal tracking purposes, personnel investigations will be assigned an activity number followed by the letter "P" to indicate a personnel investigation.
- C. Personnel investigations will not be maintained on the G: drive.

XIII. ADMINISTRATIVE ACTIVITIES

- A. Administrative activities are those studies, reviews, reports, and activities other than formal inspections. Administrative activities may be responses to requests for specific information by chief officers, responses to City Auditor reports, or other activities that may require interviews or data collection.
- B. Administrative activities which involve a significant expenditure of investigative time or the prolonged involvement of Research, Analysis, and Planning personnel will be assigned an activity number followed by the letter "A."
- C. Occasionally, individual members of the Research, Analysis, and Planning Unit may be asked to participate on various committees. Generally, committee participation will not be listed in the activity log or assigned an activity number.

XIV. SIDE LETTERS

- A. Occasionally, during the course of an inspection, matters falling outside the scope of a particular inspection may come or be brought to the attention of the assigned investigator. These matters may involve significant personnel or strategic issues that cannot be properly addressed in an inspection report. Such issues may be

addressed in a “side letter.” A side letter is a confidential memorandum normally directed to the Chief of Police from the Assistant Chief of Support Operations.

- B. Side letters will bear the admonishment:

CONFIDENTIAL: THIS REPORT IS FOR THE EXCLUSIVE USE OF THE CHIEF OF POLICE.

- C. Original Side Letters will be maintained with the inspection folder.

XV. PROCEDURES FOR REVIEW, APPROVAL, AND DESSEMINATION OF DEPARTMENT DIRECTIVES

Refer to the Publishing Directives Manual for procedural details for reviewing, approving and disseminating Department directives.

- A. Department Policies – Retention/Purge

Original Department policies, both in their paper and computer form, should be retained permanently to meet administrative and historical needs, pursuant to the City of San Diego General Records Disposition Schedule (08/09).

- B. All Other Department Directives – Retention/Purge

Original Department Orders, Department Procedures, Inspections Guide, Investigative Procedures Manual, Operational Manuals and Training Bulletins, both in their paper and computer form, should be retained for five years after the date superseded, pursuant to the City of San Diego General Records Disposition Schedule (08/09).

XVI. PROCEDURES FOR USE OF COMMON PROGRAMS

The Research, Analysis, and Planning Unit has a generic LAN account (MQ4). Emails sent from MQ4 come from RAP rather than an individual person. This account is used for the following:

- A. Sending Department-wide emails on updated Department Procedures.
- B. Sending Department-wide emails on Department Orders.
- C. Sending Department surveys to other agencies.