



William P. McManus, Chief of Police  
San Antonio Police Department



## Internal Affairs Annual Report

---

**2021**



*Integrity • Respect • Compassion • Fairness*



## William P. McManus, Chief of Police San Antonio Police Department



### Message from the Chief



As a process in any police department, discipline serves to support one of the most important organizing principles in any government entity. That organizing principle is accountability. We hold ourselves accountable to the standards outlined within our mission, vision and guiding principles of the Department. Furthermore, the process of investigating complaints and allegations of officer misconduct serves to strengthen the public's trust. The San Antonio Police Department adheres to and follows a progressive discipline model. This allows for a range of sanctions when necessary but also allows officers to reflect on an incident in order to learn from mistakes in the name of personal and professional improvement.

This Internal Affairs Annual Report avails complaint and investigative information to the community. One of our biggest strengths is the positive relationship that we have with the community. Continuous improvement of that relationship is a primary goal. To that end, communicating and making information available about our activities is critical.

We recognize that open and effective communication is paramount to the continued success of our agency and vital to enhance community-police working relationships. This can be partially met by dissemination of organizational information and data such as the information contained within this report. Finally, information from this report provides us with an opportunity to examine the data critically to improve customer service, professionalism and training.

San Antonio Police Department  
315 S. Santa Rosa  
San Antonio, TX 78207  
210-207-7374

Internal Affairs Unit  
800 Dolorosa Suite 402  
San Antonio, TX 78207  
210-207-7365  
Monday thru Friday 7:45 AM - 4:30 PM

TABLE OF CONTENTS

San Antonio Police Department Mission, Vision, Guiding Principles.....4

Internal Affairs.....5

    Mission.....5

    Organization.....5

    Purpose.....5

Executive Summary .....6

Agency Information .....7

    Table 1: Agency Demographics.....7

    Table 2: City of San Antonio Demographics.....7

    Table 3: Calls for Service Citywide.....7

    Table 4: Patrol Service Areas .....7

Formal and Line Complaints .....8

    Table 5: Summary of Formal Complaints and Line Complaints.....8

    Table 6: Five Year Historical Data for Formal and Line Complaints .....8

    Figure 1: Five Year Frequency Data for Formal and Line Complaints.....9

    Table 7: Top 5 Formal and Line Complaints 2021 .....9

Use of Force.....10

    Table 8: Summary of Use of Force Incidents 2020 and 2021 .....10

    Table 9: Use of Force Incidents 2021 by Division .....10

    Figure 2: Figure 2: Five-year historical data for Use of Force Incidents.....10

    Table 10: Five Year Historical Data for Use of Force Incident.....11

    Table 11: Two Year comparison for Show of Force Incidents.....11

TASER Data .....12

    Table 12: Number of TASER Incidents.....12

    Table 13: TASER Incidents Patrol South.....12

    Table 14: TASER Incidents Patrol North.....12

Complaint and Administrative Review Board (CARB) .....13

    Table 15: Number of Cases Referred to CARB.....14

Officer Concern Program (OCP) .....15

    Table 16: OCP Cases Years 2020 and 2021 .....15

Appendix A: Internal Affairs Operating Definitions .....16



# SAN ANTONIO POLICE DEPARTMENT



## **Mission**

The San Antonio Police Department is dedicated to improving the quality of life by creating a safe environment in partnership with the people we serve. We act with integrity to reduce fear and crime while treating all with respect, compassion, and fairness.

## **Vision**

To be the premier law enforcement agency by building trust, creating partnerships, and sharing leadership within SAPD and the community for a safer San Antonio.

## **Guiding Principles**

***INTEGRITY.*** We hold ourselves accountable and demand the highest level of ethical and moral standards from all. We are role models, acting with courage and building trust within the organization and the community.

***RESPECT.*** Mutual respect is the foundation for every interaction. We value diversity and encourage open communication by treating everyone with dignity and fairness.

***COMPASSION.*** Compassion guides our actions as we care for one another. We treat people with kindness and respect while working for the benefit of all.

***FAIRNESS.*** We are committed to consistently treating people in a courteous and impartial manner.

# **Internal Affairs**

## **Mission**

The San Antonio Police Department accepts all complaints, regardless of form, source, or substance, and initiates investigative action appropriate to the seriousness of the complaint. Therefore, the Internal Affairs Unit is committed to investigate thoroughly, objectively and without prejudice all reports of misconduct in an effort to uphold the principles of accountability; to foster and maintain trust between the department and the community; and to achieve the desired degree of organizational excellence.

## **Organization**

The Internal Affairs Unit is commanded by a captain who reports directly to the Chief of Police. All administrative responsibilities are directed by a lieutenant. In addition, the unit is staffed with fourteen sergeant investigators; one patrol officer statistician; and two administrative assistants. The lieutenant in the Internal Affairs Unit also directs the Officer Concern Program.

The Officer Concern Program is administered by one of the sergeants in the Internal Affairs Unit. There is a growing body of research that indicates that a small percentage of officers are responsible for a disproportionate number of citizen complaints and incidents of misconduct. The Officer Concern Program is designed to evaluate performance indicators and behavioral traits which will aid in identifying those indicators and traits in officers before they (performance & behaviors) develop into disciplinary problems for the officer and the Department.

A Response to Resistance Review Supervisor, assigned to the Internal Affairs Unit, ensures the police department is promoting the proper use of force within the law and policy by impartial review of body-worn camera footage (BWC) on use of force incidents. The sergeant conducts a preliminary review of video footage to determine compliance with Department policy. If the use of force incident is determined not to be within policy, a formal case is initiated and reviewed in accordance to Department policy.

## **Purpose**

The Internal Affairs Unit is responsible for investigating formal complaints against officers and performs administrative reviews of police incidents to determine whether policy, training, equipment, or disciplinary issues should be addressed. Internal Affairs staff conducts their investigative activities with the best interests of all involved, including the Department and the community it serves.

## Executive Summary

In an effort to improve the delivery of services; improve supervision and operational practices; and uphold our commitment to our organizational principles of integrity, respect, compassion, and fairness, this annual report was produced to inform all stakeholders of the activity and services that the Internal Affairs Unit engaged in, and share the information collected over the 2021 calendar year. Additionally, this report serves to announce the San Antonio Police Department's public accountability responsibilities.

This annual report is not an "analysis" to answer cause and effect questions, but instead presents quantitative data that may help in directing attention and resources to address actual and potential officer misconduct and identify training opportunities through the recognition of trends or patterns. The end goal of presenting this information is to demonstrate the Department's commitment to accountability and transparency, to initiate discussion on how best to reduce incidents of police officer misconduct and to continually improve on customer service and police practices. The following data set is representative of reports received by March 1, 2021. The data in this report has been updated to reflect complaints that were received after the respective reporting periods for the previous years.

For the period January 1, 2021 through December 31, 2021, the Internal Affairs Unit received 57 Administrative Reviews, 128 Formal Complaints and 451 Line Complaints. Compared to the same time period for 2020, Administrative Reviews decreased 45.2%, Formal Complaints decreased by 6.6% and Line Complaints decreased by 28.1%. The Unit also recorded 361 incidents involving use of force, the majority of which were reported by the Patrol Division. Use of Force Incidents also decreased by 14.7%.

Police use of electronic control devices such as TASERs to incapacitate violent or combative suspects is becoming an increasingly effective tool in response to physical resistance, which results in reduced injuries. The use of these devices is believed to improve the safety of the officer and the violent individual by preventing the use of deadly force, as well as aiding in the control of an aggressive individual. Looking at the past three years of TASER data for the Department, there were 210 TASER incidents reported in 2019, 140 TASER incidents reported in 2020, and 129 TASER incidents reported in 2021. Compared to 2020, there was a 7.9% decrease in TASER incidents reported for 2021.

For 2021, the Officer Concern Program (OCP) Administrator recorded forty-nine cases for OCP consideration. Fourteen officers met the criteria and were enrolled with a plan of action in the OCP. The most common plan of action taken for 2021 was referral to Psychological Services.

The Complaint and Administrative Review Board (CARB) is a combined board made up of San Antonio police officers and private citizens who volunteer to serve on the CARB. The CARB, which is independent of the Internal Affairs Unit, is established to meet year-round to review and make recommendations to the Chief of Police in all officer misconduct cases that are heard by the CARB. In addition, the CARB reviews all officer involved shootings and custodial deaths to determine whether any policy or training issues need to be addressed. In 2021, the CARB heard 144 cases compared to 156 cases in 2020.

To lend context to the data in this report, the San Antonio Police Department received 1,672,164 calls for service in 2021. This is an increase of 3.8% compared to 2020. Of those 1,672,164 calls for service received, 0.0002% resulted in a use of force incident.

## Agency Information

Race/Ethnicity	Female	Male	Race / Ethnicity Totals (%)
African American	9	100	109 (4.6%)
Hispanic	173	1151	1324 (56%)
White	90	779	869 (36.7%)
Other	8	55	63 (2.7%)
<b>Gender Totals (%)</b>	280 (11.8%)	2,085 (88.2%)	<b>2365</b>

Table 1: Agency Demographics- 2021 (As of 12/31/21)

Race/Ethnicity	Total %
African American	6.8%
Hispanic	64.7%
White	24%
Other	4.5%
<b>Total Population</b>	<b>1,598,964</b>

Table 2: City of San Antonio Demographics (estimated)-July 2021

<https://www.census.gov/quickfacts/sanantoniocitytexas>

	2020	2021	% Change
<b>Calls for Service</b>	1,610,937	1,672,164	3.8%

Table 3: Calls for Service Citywide- 2021

Service Area	Square miles
Central	26 sq. miles
East	69 sq. miles
West	79 sq. miles
Prue	94 sq. miles
North	101 sq. miles
South	132 sq. miles
<b>Total square miles</b>	<b>501 sq. miles</b>

Table 4: Patrol Service Areas- 2021 (by square miles)



## Formal and Line Complaints

A **Formal Complaint** is a complaint on an officer for conduct that exhibits a significant variance from behavioral expectations established through formal training, departmental rules, regulations, policies, or procedures which regulate an officer’s conduct. These complaints are investigated by Internal Affairs investigators who forward their findings to the CARB. This board reviews the investigators’ findings, then makes a recommendation to the Chief of Police as to the discipline that should be imposed on the officer if it is determined the officer in question indeed engaged in misconduct. In 2021, the Internal Affairs Unit investigated 128 Formal incidents. Of the 128 Formal incidents, 19 cases were deactivated<sup>1</sup>. There were 57 Administrative Reviews that are investigated to determine whether policy, training, equipment, or disciplinary issues should be addressed. Incidents classified as Administrative Reviews include officer involved shootings, custodial deaths, officer involved family disturbances and family violence, or any incident that the Chief of Police believes should be evaluated for potential misconduct.

A **Line Complaint** generally constitutes a complaint against an officer for minor variances from rules, regulations, and/or policies. Line Complaints are investigated by an officer’s immediate supervisor and discipline is determined by the officer’s chain of command. In 2021, there were 451 sustained Line Complaint incidents which resulted in discipline.

	2020	2021	% Change
<b>Formal Complaints (FC)</b>	137	128	-6.6%
<b>Line Complaints (LC)</b>	627	451	-28.1%

Table 5: *Summary of Formal Complaints and Line Complaints 2020 and 2021*

Table 6 below illustrates a five-year historical perspective for Formal Complaints and Line Complaints.

	2017	2018	2019	2020	2021	Avg.	Median
<b>Formal</b>	136	177	103	137	128	<b>136.2</b>	<b>136</b>
<b>Line</b>	420	483	563	627	451	<b>508.8</b>	<b>483</b>

Table 6: *Five-year data for Formal Complaints and Line Complaints*

Figure 1 below presents the same data to give a visual sense of the historical frequency of Formal Complaints and Line Complaints.

---

<sup>1</sup> A case is deactivated for various reasons including but not limited to: lack of cooperation by a complainant; evidence, video/audio for example, does not support claim; Complaint Waiver.

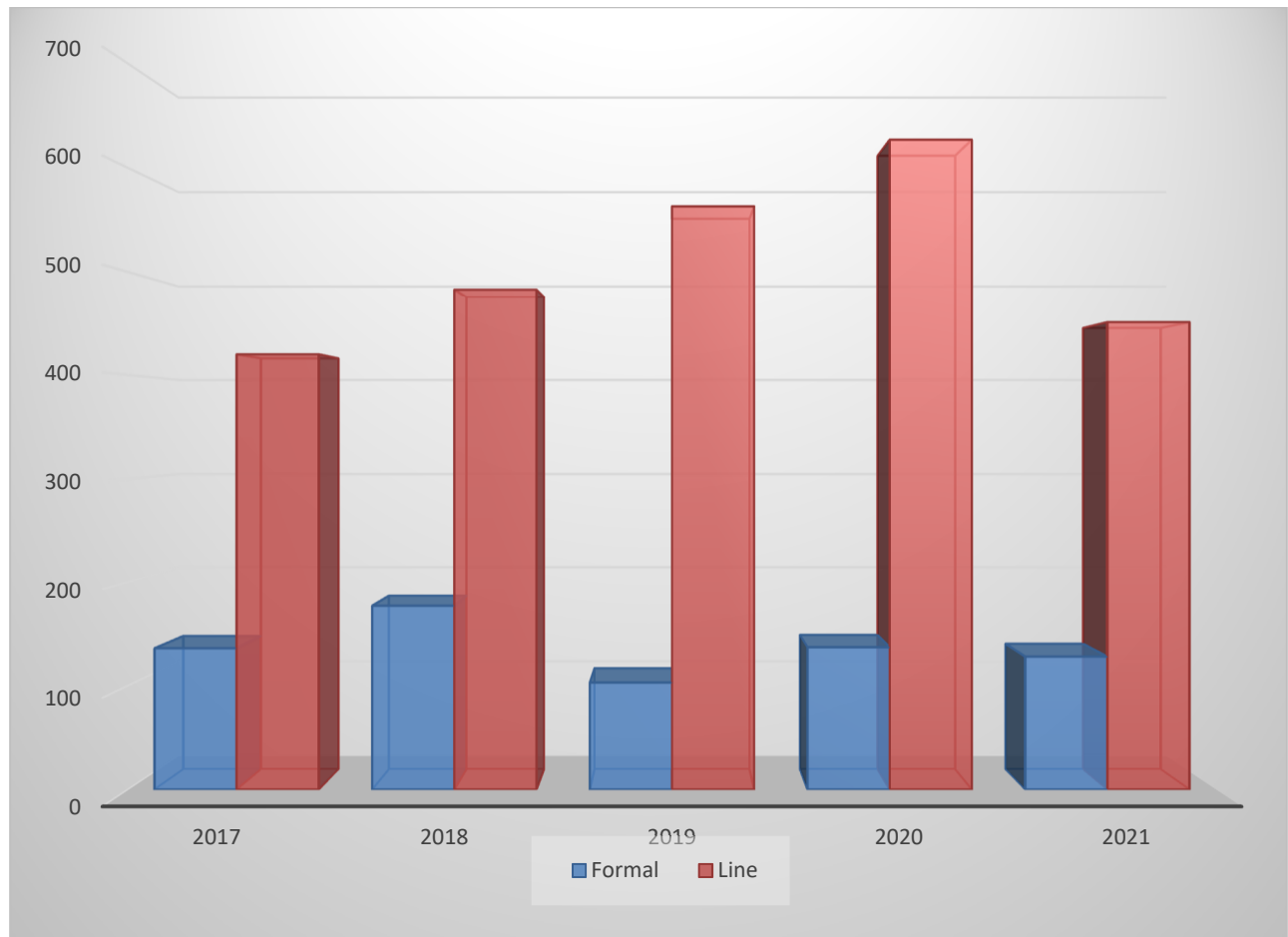


Figure 1: Five-year data for Formal Complaints and Line Complaints

Table 7 highlights the top 5 categories for Formal and Line Complaints and their respective frequencies.

Rank	Formal Complaints	Line Complaints
1	Conduct and Behavior (69)	Searching of Prisoners (91)
2	Responsibility to Serve the Public (43)	City Property: Safe operation of Vehicles (49)
3	City Equipment/Property (26)	Pre-Operational Check of ECD (40)
4	Obey Lawful Orders (14)	Body Worn Cameras; Recording (99)
5	Use of Intoxicants (10)	Responsibility to Serve the Public; Courtesy (21)

Table 7: Top 5 Formal and Line Complaints 2021

## Use of Force Incidents

A **Use of Force incident** is any incident in which a police officer uses force during a public-police interaction. The San Antonio Police Department requires its officers to exhibit a sense of prudent judgment derived from departmental training, acquired knowledge, skills, and ability in the exercise or application of any level of force. Officers are trained and required to use only the level of force necessary to accomplish a lawful police objective. Every officer that uses force during an interaction is required to report such use in writing. In addition, the Department also requires supervisors to respond to the scene of use of force incidents and to review all Use of Force Reports to ensure the application of force conforms to established guidelines and departmental policy and procedures. These incidents are then reviewed by the Response to Resistance supervisor assigned to Internal Affairs.

	2020	2021	% Change
<b>Use of Force Incidents</b>	423	361	-14.7%

Table 8: *Summary Use of Force incidents 2020 and 2021*

In 2021, the Internal Affairs Unit recorded 361 Use of Force incidents. See Table 9 below for Use of Force incidents recorded by Division. The majority (84.8%) of use of force incidents were recorded by the Patrol Divisions (South and North).

Division	Use of Force Incidents
COS	0
PSC	162
PNC	144
TEC	41
FCD	14
<b>TOTAL</b>	<b>361</b>

Table 9: *Use of Force incidents recorded for 2021.*

## Historical Use of Force Data

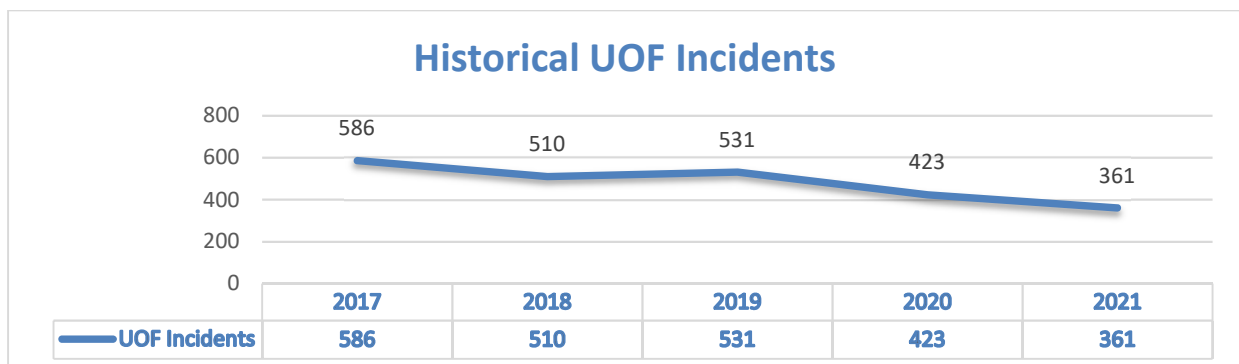


Figure 2: *Five-year historical data for use of force incidents*

Table 10 below illustrates a five-year historical perspective of Use of Force incidents. There was a significant increase in the number of Use of Force incidents beginning in 2014 which were a direct result of policy changes that required officers to report the use of “takedowns” which were previously not recorded as a type of force. A “takedown” is defined as using physical force when executing a leg sweep, body flip or similar control technique intended to control an individual who is offering resistance during arrest and handcuffing. The significant decrease in the Use of Force incidents beginning in 2017 are a direct result of policy changes that reverted to the previous policy in which the officers are not required to record “takedowns” as a type of force.

<b>2021</b>						
<b>Service Area</b>	<b>Central</b>	<b>South</b>	<b>West</b>	<b>North</b>	<b>Prue</b>	<b>East</b>
<u>UOF Incidents</u> (361) <i>5 Out of City</i>	63	71	58	51	44	69
<b>2020</b>						
<b>Service Area</b>	<b>Central</b>	<b>South</b>	<b>West</b>	<b>North</b>	<b>Prue</b>	<b>East</b>
<u>UOF Incidents</u> (423) <i>4 Out of City</i>	88	110	72	46	36	67
<b>2019</b>						
<b>Service Area</b>	<b>Central</b>	<b>South</b>	<b>West</b>	<b>North</b>	<b>Prue</b>	<b>East</b>
<u>UOF Incidents</u> (531) <i>2 Out of City</i>	136	111	79	59	54	90
<b>2018</b>						
<b>Service Area</b>	<b>Central</b>	<b>South</b>	<b>West</b>	<b>North</b>	<b>Prue</b>	<b>East</b>
<u>UOF Incidents</u> (510) <i>1 Out of City</i>	129	100	38	59	90	93
<b>2017</b>						
<b>Service Area</b>	<b>Central</b>	<b>South</b>	<b>West</b>	<b>North</b>	<b>Prue</b>	<b>East</b>
<u>UOF Incidents</u> (586) <i>2 Out of City</i>	202	111	73	41	58	99

Table 10: Five Year Use of force incidents and their respective service areas

Again in 2020, policy changes required officers to report any instance in which they pointed their firearm at an individual on a Show of Force report. When pointing a firearm at an individual is not effective and other types of force are necessary, the pointing of a firearm therefore will be documented with the other types of force used on a use of force report.

	<b>2020</b>	<b>2021</b>	<b>% CHG</b>
<b>UOF</b>	423	361	-14.7%
<b>Show of Force</b>	387	553	+42.9%

Table 11: Two year comparison for Show of Force incidents

## TASER Data

Police departments across the country have been searching for ways to reduce injuries that result from using force. Therefore, the implementation of electronic control devices such as TASERs, into the officer's use of force continuum is one attempt to reach these goals more efficiently. Law enforcement's chief responsibility is guaranteeing the safety and protection of the community which, at times, requires the use or threat of the use of force. Police officers are mandated to use the proper amount of physical force to accomplish their objective. However, force going beyond this minimum standard is deemed excessive.

If physical force has proven ineffective or is not a reasonable option based upon the circumstances, officers are authorized to use a TASER to affect an arrest. The TASER is deployed as a non-lethal tool for the officer and is not intended to be used in deadly force situations. The decision to use a TASER will be dependent upon the actions of the subject, the threat facing the officer, and the totality of circumstances surrounding the incident. During the discharge of the TASER, individuals are unable to voluntarily perform motor tasks, but this effect terminates as soon as the discharge is stopped.

Compared to 2020, there was a 7.9% decrease in TASER incidents reported for 2021.

	2020	2021
<b>TASER Incidents</b>	140	129

Table 12: *Number of TASER incidents*

The majority (92.2%) of TASER incidents were recorded by the Patrol Divisions (South and North). See tables 13 and 14 below. The remaining 7.8% were recorded by follow-up units.

CENTRAL		WEST		SOUTH	
Shift	Totals	Shift	Totals	Shift	Totals
Bike Patrol	3	SAFFE	0	SAFFE	0
CPA	7	WPA	2	SPA	10
CPB	3	WPB	6	SPB	6
CPC	1	WPC	4	SPC	4
CPT	1	WPT	4	SPT	10
<b>Central Total</b>	<b>15</b>	<b>West Total</b>	<b>16</b>	<b>South Total</b>	<b>30</b>

Table 13: *TASER incidents Patrol South Division (2021)*

NORTH		PRUE		EAST	
Shift	Totals	Shift	Totals	Shift	Totals
SAFFE	2	SAFFE	0	SAFFE	3
NPA	3	PPA	6	EPA	4
NPB	6	PPB	3	EPB	7
NPC	4	PPC	2	EPC	2
NPT	4	PPT	5	EPT	7
<b>North Total</b>	<b>19</b>	<b>Prue Total</b>	<b>16</b>	<b>East Total</b>	<b>23</b>

Table 14: *TASER incidents Patrol North Division (2021)*

## Complaint and Administrative Review Board (CARB)

The Complaint and Administrative Review Board (CARB) is synonymous with the Chief's Advisory Action Board as mentioned in the Collective Bargaining Agreement. As part of the 2008 Police Executive Research Forum (PERF) study of the San Antonio Police Department's operations and practices, PERF recommended a change in the composition and appointment of the CARB. As a result, the San Antonio Police Officers Association and the City of San Antonio agreed in the 2016 Collective Bargaining Agreement the CARB would be comprised of seven citizen appointees, approved by City Council, which were selected from a panel of fourteen citizens. Seven uniformed police employees also serve on the Board and the Board is chaired by a Deputy Chief.

The CARB is designed to address complaints on officers as equitably as possible in an effort to achieve the following objectives:

- Correct the behavior of an officer who may not be in conformance with departmental standards or expectations;
- Instill a preventative effect;
- Demonstrate that compliance with departmental policies is uniformly required of all officers;
- Promote transparency and trust within the community

During board meetings, both citizen and police board members hear a detailed briefing of the various cases presented by Internal Affairs Investigators (Formal Complaints and Administrative Reviews). After considering all the facts, CARB members vote towards determining a finding in a case.

For formal complaints, one of four findings may be recommended to the Chief of Police:

- **Unfounded** - means the allegations reported did not occur
- **Inconclusive** - means the allegations could not be proved or disproved
- **Sustained** - means the allegations reported are found to have occurred
- **Justified** - means the conduct complained of did occur, but was necessary and appropriate to accomplish a valid law enforcement objective

Following a finding of "sustained," a recommendation is made to the Chief of Police for disciplinary action or other remedy. The recommendations made by board members are advisory in nature, and the final decision on each case is made by the Chief of Police.

For Administrative Reviews, one of two findings may be recommended to the Chief of Police:

- **Action** - means action should be taken to address policy violation(s), training, equipment or disciplinary issues
- **No Action** - means the review of the incident found no policy violations and/or issues to be addressed

Following a finding of "action," a recommendation is made to the Chief of Police for disciplinary action or other remedy. The recommendations made by board members are advisory in nature, and the final decision on each case is made by the Chief of Police.

In 2021, the CARB met 24 times and reviewed 144 cases involving misconduct allegations.

	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
<b>No. of Formal and Admin Review cases presented to CARB</b>	105	127	126	156	144

Table 15: *Number of cases referred to the CARB*

## Officer Concern Program (OCP)

The Officer Concern Program (OCP) is administered by one of the Internal Affairs Unit sergeants. There is a growing body of information that indicates that a small percentage of officers are responsible for a disproportionate number of citizen complaints and incidents of misconduct. The OCP is designed to evaluate performance indicators and behavioral traits that will aid in identifying those indicators and traits in officers before they (performance & behaviors) develop into disciplinary problems for the officer and the Department.

Once an officer with unacceptable behavior traits is identified, the officer may be referred to the OCP for a review. The OCP Board will conduct a review of the referred officer and, when appropriate, formulate a Plan of Action in an attempt to address the officer’s undesirable behavior.

There are three (3) methods for referring officers who are identified as having unacceptable behavioral traits to the OCP. The three (3) methods for referrals are:

1. Referrals by the Chief of Police
2. Referrals by Supervisors
3. Computer-Generated Referrals

The Preliminary Review Panel will review the case studies prepared for officers who have become candidates for the OCP to determine which cases should be reviewed by the Full OCP Board. The Preliminary Review Panel only reviews officer case studies where the recommendations for the majority of the complaints which caused the referrals are either unfounded for formal complaints or no disciplinary action for line complaints.

The Full OCP Board will review and discuss the case and make recommendations whether to enter the officer into the OCP.

The Chief of Police has the prerogative to place an officer directly into the OCP.

For 2020, the OCP Program Administrator recorded forty-seven cases for OCP consideration. In 2021, forty-nine OCP cases were recorded by the Program Administrator.

	No. OCP cases	No. cases reviewed by Preliminary Board	No. cases referred to the Full OCP Board	No. cases assigned a Plan of Action
<b>2020</b>	47	36	17	10
<b>2021</b>	49	38	21	14
<b>% change</b>	<b>4.3%</b>	<b>5.5%</b>	<b>23.5%</b>	<b>40.0%</b>

Table 16: *OCP cases years 2020 and 2021*



## APPENDIX A

### Internal Affairs Operating Definitions

**Administrative Review:** means a documented review of an incident or occurrence prepared for the Chief of Police, or his designee, that may be reviewed by the CARB to determine whether policy, training, equipment, or disciplinary issues should be addressed.

**Custodial death:** means the death of an individual who is in the custody of a peace officer or who dies as a result of a peace officer's use of force. A person is considered to be "in the custody of a peace officer" if the person is under arrest or under the physical control or restraint of a peace officer.

**Deactivated case:** means that a case or administrative review has been evaluated but information or evidence indicates that a complaint or claim has no merit or there are no apparent policy or procedural violations; the complainant voluntarily withdraws his/her complaint in writing; the complainant refuses to cooperate or provide a statement.

**Family Disturbance:** means an act of disorder or an act to destroy the tranquility or composure by a member of a family or household against another member of the family or household that has not yet escalated into an act of family violence.

**Force:** means an officer's presence, the use of verbal communications, physical force as described in this procedure or the use of a weapon to achieve a lawful police objective.

**Officer Concern Program Board:** identifies unacceptable behavioral traits in officers before those behavioral traits develop into disciplinary problems for the officer and the Department. The board will conduct a review of the referred officer and, when appropriate, formulate a Plan of Action in an attempt to address the officer's undesirable behavior. The board is comprised of seven voting members appointed by the Chief of Police which are the following: a division commander who serves as the chairperson, captain, lieutenant, sergeant, detective-investigator, and two police officers.

**Officer Involved Shooting:** means (A) An incident in which an officer discharges a firearm and the discharge resulted in a death or injury to any person; (B) Any incident in which an officer uses deadly force against another or deadly force is used against an officer, which results in death or serious bodily injury to any person; or (C) Any incident in which an officer discharges a firearm at an individual or vehicle regardless of whether intended target is hit.

**Physical force:** means the use of physical strength and agility, or other physical techniques officers are trained in to achieve a lawful police objective.

**Plan of Action:** means a written, formulated course of action designed to be a non-punitive way of addressing an officer's unacceptable behavior or sub-standard performance to benefit the officer and the Department.

**Preliminary Board:** reviews the case study prepared for officers who have become candidates for the Officer Concern Program to determine which cases should be reviewed by the entire Board. This board is comprised of three officers of any rank from the existing Board. Furthermore, two members are appointed by the Chief of Police and one member is appointed by the San Antonio Police Officers' Association.

**Racial/Bias Profiling:** means a law enforcement-initiated action by a peace officer based on an individual's race, national origin, citizenship, religion, ethnicity, age, gender, sexual orientation, or physical or mental disability rather than the individual's behavior or information identifying the individual as having engaged in criminal activity.

**Takedowns:** means using physical force when executing a leg sweep, body flip or similar control technique intended to control an individual who is offering resistance during arrest and handcuffing.