

[REDACTED]

From: Gabriel Martinez [REDACTED]
Sent: Wednesday, May 19, 2021 7:58 AM
To: [REDACTED]
Subject: Recommendation 51.2

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Dear Acting Captain Altorfer,

Our office has completed its review of the materials related to Recommendation 51.2 that were submitted to us as part of the collaborative reform process. This package focused on SFPD learning best practices from exchanges with other police departments. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 51.2: The SFPD should engage in peer-to-peer training exchanges for exposure to other departments' training curricula to identify areas for potential improvement. Areas of focus should include de-escalation training, use of force training with a focus on the sanctity of life, impartial policing, and procedural justice.

Response to 51.2: On November 17, 2020, SFPD's Professional Development Unit issued Unit Order 20-04, "Peer to Peer Training Curricula Exchanges for Training Improvement." The Order states that SFPD should conduct peer review of its trainings at least every two years and identifies partners and resources for the review, including IACPNET, the POST Training Managers' Symposium, Stanford's SPARQ (Social Psychological Answers to Real-World Questions) Think-tank Group, The Center for Policing Equity, and the New York Peace Institute.

SFPD has engaged in various peer reviews developing its training curricula, especially regarding its CIT training. When developing its Crisis Intervention Team (CIT) training, SFPD officers conducted a peer review of the Los Angeles and Memphis police departments to assess their programs, and then relied heavily on the Memphis model to develop its CIT training. SFPD officers also traveled to Seattle to learn and incorporate elements of the Seattle Police Department CIT training and relied on that visit to create SFPD's 10-hour CIT Field Tactics Course. In February 2018, members from the SFPD CIT Unit met with CIT staff from the Los Angeles Police Department (LAPD) to review their training curriculum and the outreach portion of their CIT program, which also includes a clinician response to critical incidents.

San Francisco has also conducted a peer-to-peer training exchange with the Austin Police Training Academy-Continuing Education Team. As a result of the exchange, SFPD collaborated with and attended the Austin Fair and Impartial Policing course, discussing best practices in training methods and content. Additionally, for its Principled Policing: Procedural Justice and Implicit Bias 8-hour course, SFPD partnered with the Stanford SPARQ Group.

SFPD has also been a resource for other police departments and has been recognized as a leader for its CIT trainings. Over the past three years, SFPD has presented its CIT Program at the California Crisis Intervention Team Association (CACITA) Conference, in Sacramento, CA, the American Psychological Association (APA) Conference in San Francisco, CA, and the California Association of Hostage Negotiators (CAHN) Regional Conference in San Francisco. SFPD was also invited to present at the 2020 Annual CAHN Conference in Southern California, which has been rescheduled to 2021 due to the Covid-19 pandemic. Other California police departments have attended SFPD's CIT training to learn from it, including police departments from Mountain View, Los Angeles, San Diego, Richmond, and Sacramento. SFPD is also committed to presenting and learning from the International Association of Chiefs of Police (IACP). Over the past three years, SFPD has presented three times to IACP regarding its Crisis Intervention (CIT) strategies, Leadership, and Critical Mindset Coordinated Response trainings.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation. Please let us know if you have any questions or would like to discuss further. Thank you.

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Hillard Heintze File Review Recommendation # 51.2

Finding # 51	Training curricula do not address the complex emerging community issues in the current law enforcement environment.
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Recommendation # 51.2	The SFPD should engage in peer-to-peer training exchanges for exposure to other departments' training curricula to identify areas for potential improvement. Areas of focus should include de-escalation training, use of force training with a focus on the sanctity of life, impartial policing, and procedural justice.
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Recommendation Status	Complete	Partially Complete	In Progress
	Not Started	No Assessment	

Summary

The San Francisco Police Department participated in multiple exchanges with other organizations initially focusing on use of force and de-escalation training. The department also either provided or participated in peer exchanges regarding crisis intervention best practices. Additional training focused on sanctity of life, impartial policing, and procedural justice.

These exchanges have led to improved policies and practices, including with respect to Use of Force and CIT general orders. Bias education and awareness was the foundation for the directive that prohibits automatic release of booking photos - recognizing the potential for bias.

Compliance Measures	Status/Measure Met
1 Conduct periodic peer-to-peer training exchanges.	√ Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
2 Training exchanges focused on areas identified in recommendation.	√ Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
3 Identification of training exchange outcomes/potential training enhancements.	√ Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
4 Evidence of actions resulting from training exchanges/observations, if applicable.	√ Yes <input type="checkbox"/> No <input type="checkbox"/> N/A

Administrative Issues

Compliance Issues



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Finding # 51: Training curricula do not address the complex emerging community issues in the current law enforcement environment.

Recommendation # 51.2 The SFPD should engage in peer-to-peer training exchanges for exposure to other departments' training curricula to identify areas for potential improvement. Areas of focus should include de-escalation training, use of force training with a focus on the sanctity of life, impartial policing, and procedural justice.

Response Date: November 19th, 2020

Executive Summary:

In keeping with the highest of standards, The San Francisco Police Department (SFPD) has taken steps to ensure that the sanctity of life remains a top priority. This is evident through the emphasis surrounding Crisis Intervention policies and training, which include discussions on implicit bias, procedural justice and use of force.

The SFPD held two Police Crisis Intervention Training (PCIT) Courses from 2001 through 2009. During that period of time, approximately 1,000 members of the department were trained in the 8-hour course and approximately 950 members were trained in the more comprehensive 40-hour course. No PCIT courses were administered between 2009 and 2011.

In 2011, the SFPD revisited the idea of crisis training. Selected personnel within the SFPD traveled to Los Angeles and Memphis in order to assess the programs already in place at those law enforcement agencies. Upon review of both programs, the SFPD determined that the Memphis Model would be the most appropriate ideology to adopt. The Memphis Model heavily incorporates a civilian oversight approach. A CIT Working Group was created in order to implement a cohesive relationship between the SFPD and civilian stakeholders. Members of the working group include but are not limited to sworn SFPD representatives, the San Francisco (SF) District Attorney's office, the SF Public Defender's Office, the SF Department of Public Health, the SF Mental Health Association (MHA), the National Alliance on Mental Illness (NAMI), the Coalition on Homelessness, the Veteran Justice Outreach Program, University of California San Francisco (UCSF), Autism Asperger's Spectrum Coalition for Education, Networking and Development (AASCEND), SF Mayor's on Disability, Department of Emergency Management (DEM), Department of Police Accountability (DPA), and SF Suicide Prevention/Felton Institute. With assistance from the CIT Working Group, a new CIT Training curriculum was developed. Approximately 250 members were trained in CIT concepts using this curriculum between 2011 and 2015.

In 2015, only two sworn roles existed within the SFPD CIT Training Unit. These roles were held by a lieutenant and an officer who volunteered to assist as a collateral assignment. It was



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during this time, that course content was still heavily controlled by the mostly civilian CIT Working Group. A decision was also made by the department, at that time, to begin training recruits one week after graduation from the Police Academy.

In December 2015, the CIT Training Unit added a full time sergeant to the team. This sergeant had previously worked closely with clinicians within the SFPD Behavioral Science Unit (BSU). In February of 2016, concerns from Field Training Officers regarding training recruits in CIT concepts immediately after graduation triggered an audit of the class by CIT staff utilizing CIT course evaluations. It was determined that control over the curriculum needed to shift away from civilian stake holders and be revamped by sworn SFPD CIT staff. Thus, moving slightly away from the methodology of the Memphis Model. However, this shift allowed for the SFPD CIT staff to replace instructors and blocks of instruction with BSU clinicians who were experts in their fields and with material that SFPD officers were needing for practical real-world application. Classes such as Implicit Bias, Managing Fatigue, Nobility of Policing, Case Law with discussion of "Special Relationships", Intervention Techniques, Suicide Negotiations, and Suicide by Cop were added to the curriculum. Upon completion of these changes, an updated Extended Course Outline (ECO) was submitted to and approved by the State of California Commission on Peace Officer Standards and Training (POST).

Additionally, an internal guideline was set by CIT Training staff. The guideline recommends that students who had at least completed their probationary period with the SFPD would be better suited for the CIT Certification Course. Although, students who have completed Field Training would be allowed to take the course if approved by their station training coordinator.

In October 2016, a second training sergeant was added to the growing SFPD CIT Unit. This sergeant and the lieutenant traveled to Seattle, Washington to observe and assess Seattle Police Department's CIT Training Program. Seattle Police Department has been under consent decree and the Department of Justice had a role in the design of their training curriculum. The Seattle Police Department provided their curriculum to the SFPD CIT Unit. The sergeant used that information along with his experience as a member of the Hostage/Crisis Negotiation Team (H/CNT) to develop a 10-hour CIT Field Tactics Course. This new course included topics such as team response to crisis incidents, scene management, roles of responding officers, tactical de-escalation, procedural justice, scenario based training (led by the CIT, the H/CNT and tactical team members), use of force, and team arrest and control procedures (led by POST Certified defensive tactics instructors). The sergeant also reached out to the following California law enforcement agencies in order to determine if any other agency had already developed a similar course:

- Concord Police Department
- Los Angeles Police Department (LAPD)
- Los Angeles Sheriff's Office (LASO)
- Pittsburg Police Department
- San Diego City School Police Department
- San Luis Obispo Police Department
- San Mateo Police Department (SMPD)



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No similar courses existed at any of these agencies. They were also unaware of any such course within surrounding agencies.

The sergeant also conferred with additional members of the H/CNT, the SFPD Tactical Teams, and the SFPD Defensive Tactics unit regarding the training material within the curriculum. The ECO for the CIT Field Tactics course was submitted to and approved by POST. POST renamed the course Threat Assessment/De-escalation Strategies and advised that it was the only POST approved course of its kind in California. Although the title of the course was changed by POST, it is still referred to as CIT Field Tactics within the SFPD.

(See Attachment #4 Crisis Intervention Team (CIT) Certification Course – Extended Course Outline)

In December 2016, Department General Order 5.01 (Use of Force) and Department General Order 5.21 (Crisis Intervention Team Response) were adopted.

The updated Use of Force police policy was changed drastically and is heavily weighted in the concepts and ideals that the CIT program teaches. Safeguarding human life and dignity, establishing communication, de-escalation, proportionality, crisis intervention, and fair and unbiased policing. (See Attachment # 1 DGO 5.01 Use of Force)

The SFPD determined that training would be necessary in order to appropriately inform SFPD members of the changes to the Use of Force policy and the new CIT policy. The SFPD CIT training sergeants conferred with the SFPD Defensive Tactics personnel. The CIT sergeants advised that the new 10-hour CIT Field Tactics course would also address the new CIT Department General Order. The SFPD Defensive Tactics Unit then developed a 10-hour Use of Force course in order to address the changes to the Use of Force Department General Order. These classes began jointly in February of 2017. This was an enormous undertaking in which participation by all sworn members was mandated. This project was completed in approximately two and half years. Although this joint training has concluded, the CIT Training staff still currently provides the 10-hour CIT Field Tactics course to recruit officers approximately one month prior to graduation from the Police Academy. (See Attachment #2 DGO 5.21 CIT response to person in crisis calls for service)

In 2017, a change to the 40-hour ECO was submitted to POST. The change was constructed in order to incorporate components of the 10-hour course into the 40-hour course. Also during this time, the SFPD CIT Unit once again began expanding to eventually include a third sergeant and four officers. All five of the new members are also members of the H/CNT. These additional staff members primarily focus on outreach and follow-up of mental health cases. They also respond to crisis calls for service with clinicians from the SF Department of Public Health (DPH). This collaboration allows for more immediate access to mental health resources for subjects in crisis. The additional CIT staff members also assist in training and scenario evaluations in both CIT courses. (See Attachment #6 Field Tactics Course ECO)



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Courses certified by POST require that classes be accessible to other law enforcement agencies. As a result, the 40-hour course and the 10-hour course have been attended by numerous sworn law enforcement personnel, dispatchers and civilian employees from the multiple local agencies. Members from the Federal Department of Justice, the California Department of Justice, the SF City Attorney's Office, and the SF Department of Police Accountability have also attended these courses as observers only.

An approximate total of 1,215 current SFPD personnel are trained in the 40-hour CIT Certification Course and approximately 2,230 current personnel are trained in the 10-hour CIT Field Tactics Course. However, the SFPD CIT Training Staff have trained more than the listed employees on the course rosters. The additional numbers would include members from other agencies listed above and those SFPD members who have retired or lateraled to other agencies. There are currently nineteen 40-hour CIT Certification courses scheduled for the 2021 calendar year which provides the potential for an additional 375 sworn SFPD members to become CIT Certified within the next 12 months.

The SFPD CIT Training Unit is committed to consistently seeking out and assessing other CIT related trainings and programs in order to ensure that SFPD keeps with best practices. The training sergeants willingly and actively make minor adjustments to the training curriculum as case law dictates, new and updated laws are adopted, and as best practices continue to develop.

Although the CIT Program is one of the department's most successful and collaborative trainings, concepts and peer exchanges have occurred in other venues and opportunities in recent years.

Compliance Measures:

- 1) Conduct periodic peer-to-peer training exchanges.**

SFPD CIT PROGRAM

Selected personnel within the SFPD traveled to Los Angeles and Memphis in order to assess the programs already in place at those law enforcement agencies. Upon review of both programs, the SFPD determined that the Memphis Model would be the most appropriate ideology to adopt. The Memphis Model heavily incorporates a civilian oversight approach. A CIT Working Group was created in order to implement a cohesive relationship between the SFPD and civilian stake holders. Members of the working group include but are not limited to sworn SFPD representatives, the San Francisco (SF) District Attorney's office, the SF Public Defender's Office, the SF Department of Public Health, the SF Mental Health Association (MHA), the National Alliance on Mental Illness (NAMI), the Coalition on Homelessness, the Veteran Justice Outreach Program, University of California San Francisco (UCSF), Autism Asperger's Spectrum Coalition for Education, Networking and Development (AASCEND), SF Mayor's on Disability, Department of Emergency Management (DEM), Department of Police



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Accountability (DPA), and SF Suicide Prevention/Felton Institute . With the assistance of the CIT Working Group, a new CIT Training curriculum was developed.

In February of 2016, an audit of the curriculum was conducted by SFPD CIT Training staff. Blocks of instruction were replaced with clinicians who were experts in their fields and with material that SFPD officers were needing for practical real-world application. Classes such as Implicit Bias, Managing Fatigue, Nobility of Policing, Case Law with discussion of “Special Relationships”, Intervention Techniques, Suicide Negotiations, and Suicide By Cop were added to the existing curriculum which already included DPH Resources, Elder Issues and Resources, Juvenile Brain and Complex Trauma, Mental Health Signs & Symptoms, Veteran Trauma and PTSD, SF MHA and NAMI panels, and rapport building exercises. A new training budget afforded the SFPD CIT staff the ability to attend other law enforcement agency trainings as well as trainings with private training firms. Thereby allowing for the SFPD CIT staff to confer with other training personnel and stay on top of best CIT Training practices.

(See Attachment #5 CIT Certification Course with outside agencies – Schedule)

SFPD CIT staff members traveled to Seattle, Washington to observe and assess Seattle Police Department’s CIT Training Program. Upon returning from Seattle, a new CIT course was created. SFPD CIT members met and conferred with SFPD Hostage/Crisis Negotiations Team (H/CNT) members, SFPD tactical team members and SFPD defensive tactics instructors. The new course included topics such as team response to crisis incidents, scene management, roles of responding officers, tactical de-escalation, procedural justice, scenario based training (led by the CIT, the H/CNT and tactical team members), use of force, and team arrest and control procedures (led by POST Certified defensive tactics instructors).

CIT Training Program Ideas and Concept Exchanges Cont:

In February 2018, members from the SFPD CIT Unit traveled to Southern California and met with CIT staff from the Los Angeles Police Department (LAPD) to review their current CIT Program. This included assessments of both their training curriculum and the outreach portion of their program which also utilizes a joint law enforcement and clinician response.

In October 2018, the SFPD CIT Unit presented the CIT Program, including training concepts and discussion of the joint law enforcement and clinician response, at the California Crisis Intervention Team Association (CACITA) Conference, in Sacramento, CA. Attendees consisted of both law enforcement agencies and clinicians.

In May 2019, the SFPD CIT Unit presented jointly with a Forensic Psychologist from Palo Alto University at the American Psychological Association (APA) Conference in San Francisco, CA. The presentation was an overview of the SFPD Model including physical safety considerations, de-escalation strategies and the joint partnership between law enforcement and clinicians.



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In January 2020, the SFPD CIT Unit presented at the California Association of Hostage Negotiators (CAHN) Regional Conference in San Francisco. The presentation included a case study in which disengagement procedures and joint follow up responses from the SFPD CIT Unit and DPH clinicians were employed. The SFPD CIT Unit was also invited to present at the 2020 Annual CAHN Conference in Southern California. Due to the Covid-19 pandemic the conference was cancelled. As a result of the cancelation, the SFPD CIT Unit was asked to return and present at the 2021 Annual CAHN Conference.

Attachment #10

Throughout the evolution of the SFPD CIT Training Program, there have been multiple opportunities to confer with additional agencies and organizations listed above. In addition, the SFPD CIT staff has also been contacted by Chicago Federal Reform Oversight Committee, Los Angeles Police Department, San Francisco Sheriff's Office, San Francisco Fire Department, San Jose Police Department, Sparks Police Department, Calgary Police Department (Canada). These agencies have requested information from our training staff in order to improve upon their own training courses and CIT programs.

Peer to Peer Training Exchange via IACP Conference Presentations

Peer-to-peer training exchanges have also occurred over the past 2 years, with the endorsement and urging of Chief William Scott, through the nomination of SFPD courses and collaborations to the International Association of Chiefs of Police (IACP) Conference. The submission of presentations to the IACP screening committee is a competitive one, where only the most innovative, timely, and dynamic presentations are accepted. During and after the course presentation, peer-to-peer training exchanges occur as our presentations and courses are stress tested with hundreds of attendees. From there, offline peer-to-peer exchanges occur. The three SFPD presentations--all related to subject matter covered in this Collaborative Reform Initiative--are: "Leadership: Readiness - Grace - Legacy" (2019) (See Attachment 12), "Beyond Crisis Intervention: San Francisco Police Department & St. Paul Police Department" (2019) (See Attachment 13), and "Critical Mindset Coordinated Response: A Vital Step to Reduce Police Shootings" (2020) (See Attachment #14).

For the "Leadership" presentation, SFPD collaborated with leadership education peers in Blue Courage to bring these key leadership principles to life in the hearts and minds of formal and informal leaders who must bring impartial policing, sanctity of life, and procedural justice into practical practice. In the "Crisis Intervention" presentation, Commander Daryl Fong, Lieutenant Mario Molina, and Officer Elizabeth Prillinger collaborated with their peers in the Saint Paul (Minnesota) Police Department and did a joint presentation on de-escalation best practices. The "Critical Mindset" course featured peer-to-peer training collaboration between patrol and advanced tactics (SWAT) teams, as well as incorporating best practices from external organizations (including Lateral SFPD members).



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Peer to Peer Training Exchanges: USF Symposium.

The San Francisco Police Department's Academy partners with the University of San Francisco's Institute of Criminal Justice Leadership to co-present the annual USF Law Enforcement Symposium. The director of this project at USF is retired San Francisco Police Chief Anthony Ribera. Executives and both formal and informal leaders in police agencies across the

Bay Area and State of California have attended the symposium, which has ranged in annual themes such as: Black and White: A Matter of Trust (2016), Accountability and the Use of Force (2017), Police Culture (2018), and Leading the Organization and Engaging the Community (2019). These symposia have enabled SFPD to partner with a local public service/public interest university, which has allowed for peer-to-peer exchanges within the policing profession, within the academic profession, and with community members, faith community leaders, and others. (See Attachment 15 USF Law Enforcement Leadership Symposium Itinerary).

Academy Procedures Looking Forward:

Moving forward to ensure review and formalizing the practice of peer to peer training curriculum exchange, the Officer In Charge of the SFPD Academy drafted Unit Order Peer to Peer Training Curricula Exchanges for Training Improvement.

To achieve this mission, it is the policy of the Academy that PDU conduct specific, verifiable, and ongoing peer-to-peer training curricula exchanges, when feasible, with our training and education peers both within and outside the profession of policing. Review of current and proposed training classes for instances where peers could assist in course enhancement and innovation should be reviewed at least every two years (in conjunction with California POST's Continuing Professional Training cycle), and when feasible in the development and amendment of courses based upon policing's trends, high-profile incidents, legislative changes, results of evidence-based policing studies, etc.

(See Attachment #11 Unit Order Peer to Peer Training Curricula Exchanges for Training Improvement.)

2) Training exchanges focused on areas identified in recommendation.

De-escalation training, use of force training with a focus on the sanctity of life:

The Department is committed to accomplishing this mission by using rapport-building communication, crisis intervention, and de-escalation principles, whenever feasible, before resorting to force. The SFPD CIT Program embodies these goals, and the outlined



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development and evolution of the program has surrounded the concepts of de-escalation training, use of force training with a focus on the sanctity of life. The trainings that SFPD has attended and now sharing with other agencies in turn focus on these ideas.

Impartial policing, and procedural justice:

When civilian clinicians were introduced to the program in 2016, classes such as Implicit Bias, Managing Fatigue, Nobility of Policing, Case Law with discussion of “Special Relationships”, Intervention Techniques, Suicide Negotiations, and Suicide by Cop were added to the existing curriculum which already included DPH Resources, Elder Issues and Resources, Juvenile Brain and Complex Trauma, Mental Health Signs & Symptoms, Veteran Trauma and PTSD, and rapport building exercises. These concepts created a greater understanding for members when interacting with people experiencing crisis stemming from a variety of causes, and a better understanding of disadvantaged demographics.

A peer-to-peer training exchange occurred in 2017, which had a significant impact on “Community Immersions” held during the Basic Recruit Course. To ensure that police trainees have the right heart-set and mindset to justly engage with all communities in San Francisco, Academy Staff and the Department’s Community Engagement Division have developed a series of in-person, in neighborhood, community immersions. One such immersion was entitled “LGBTQI Immersion Day,” which was a collaborative effort by members of the Police Department, Police Commission, Human Rights Commission, businesses, community groups, and residents. The event’s itinerary and execution were a success and there was tremendous feedback from participants (See Attachment 17). A member from the Austin Police Training Academy-Continuing Education Team did a peer-to-peer training exchange with SFPD’s Ofc. Brody Elton on how to build, collaborate on, and deliver a community immersion in this way. As a result of this peer-to-peer exchange, we collaborated with and attended their Fair and Impartial Policing course (See Attachment 18) so that we could take away best practices in training methods and content for SFPD.

Additional SFPD Implicit Bias Procedural Justice Training-

The department’s most comprehensive course *Principled Policing: Procedural Justice and Implicit Bias* is an 8-hour course. The course was created by the California Department of Justice and Stanford SPARQ (Social Psychological Answers to Real-World Questions) Think-tank Group.

The creation of the course is explained in a White Paper Publication released by Stanford SPARQ. Several agencies collaborated to create an evidence-based course aimed at improving police-community relations. The White Paper includes statistics from course evaluations showing the effectiveness and attitude changes from before and after participants took the course. (See Attachment #19 CAL DOJ, SPARQ White Paper)



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Implicit Bias Training Course:

The City and County of San Francisco Department of Human Resources offers a course on Implicit Bias, which was mandated for all supervisors across all city departments since August 2019. The course “Managing Implicit Bias: Creating Awareness and Building Inclusion” is being completed by all SFPD Department Members when offered at the academy, and has also been incorporated into the Basic Recruit Academy Curriculum since April 2016.

Bias and Racial Profiling:

The SFPD Academy has planned to continue a focused course in the concepts of Bias in Policing in the Advanced Officer 2021-2022 Continuing Education cycle.

The course titled “Bias and Racial Profiling” was created by P.O.S.T. and is described as follows:

The goal of this training program is to provide law enforcement with an understanding of historical contexts and how they affect law enforcement’s ability to serve. This training will review the idea of history as it relates to racial bias and community perceptions, review potential ways biases may affect decision making, reveal how bias and profiling impact the profession and influences public perception, identify various communities’ perspectives and concerns, and reflect on diversity within law enforcement agencies.

The course combines instruction through scenarios and videos, and is followed by a facilitated discussion and assessment tests to gauge understanding and retention of the concepts.

Roll Call Trainings:

The focus of the monthly roll call trainings are the principles of procedural justice: Voice, Neutrality, Respect, and Trust. The trainings include scenarios and discussion questions that encourage dialogue amongst participants. Attached are examples of training facilitation guides for Principle #1: Voice, Principle #2 Neutrality, Principle #3- Respect and Principle #4- Trust and 21st Century Policing.

During the training, the principles are reviewed with the Officers in attendance and group discussions and dialogue are facilitated. With completion of the training, an entry is made in the HRMS training profile. Completion of these training periodically remind and reinforce concepts that have been trained to line officers. (See Attachment #20: Monthly Roll Call Trainings examples)



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3) Identification of training exchange outcomes/potential training enhancements.

In February of 2016, an audit of the curriculum was conducted by SFPD CIT Training staff. Blocks of instruction were replaced with clinicians who are experts in their fields and with material that SFPD officers were needing for practical real-world application. Classes such as Implicit Bias, Managing Fatigue, Nobility of Policing, Case Law with discussion of "Special Relationships", Intervention Techniques, Suicide Negotiations, and Suicide By Cop were added to the existing curriculum which already included DPH Resources, Elder Issues and Resources, Juvenile Brain and Complex Trauma, Mental Health Signs & Symptoms, Veteran Trauma and PTSD, and rapport building exercises. A new training budget afforded the SFPD CIT staff the ability to attend other law enforcement agency trainings as well as trainings with private training firms. Thereby allowing for the SFPD CIT staff to confer with other training personnel and stay on top of best CIT Training practices.

SFPD CIT staff members traveled to Seattle, Washington to observe and assess Seattle Police Department's CIT Training Program. Upon returning from Seattle, a new CIT course was created. SFPD CIT members met and conferred with SFPD Hostage/Crisis Negotiations Team (H/CNT) members, SFPD tactical team members and SFPD defensive tactics instructors. The new course included topics such as team response to crisis incidents, scene management, roles of responding officers, tactical de-escalation, procedural justice, scenario based training (led by the CIT, the H/CNT and tactical team members), use of force, and team arrest and control procedures (led by POST Certified defensive tactics instructors).

Throughout the evolution of the SFPD CIT Training Program, there have been multiple opportunities to confer with the additional agencies listed above. In addition, the SFPD CIT staff has also been contacted by Chicago Federal Reform Oversight Committee, Los Angeles Police Department, San Francisco Sheriff's Office, San Francisco Fire Department, San Jose Police Department, Sparks Police Department, Calgary Police Department (Canada). These agencies have requested information from our training staff in order to improve upon their own training courses and CIT programs.

IACP CONFERENCE

The International Association of Police (IACP) selected the San Francisco Police Department to prepare a joint presentation with the St. Paul Police Department regarding best practices as they pertain to Crisis Intervention (CIT) strategies and law enforcement. In the spirit of partnership and learning, both departments worked together, discussing ideas, concepts and issues as peers within this complex and evolving field. This collaborative presentation process facilitated significant critical review of our CIT programs, in terms of concepts, program design, implementation, training, and practice. As such, both departments worked together to prepare a leadership-track presentation, identifying the 7 Tiers of CIT best practices that will help bring



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departments "Beyond Crisis Intervention" and into a realm of proactive and preventative policing that substantively assists subjects in crisis while ensuring public safety, officer safety, and also responding to community needs. Members of the San Francisco Police Department and the Saint Paul Police Department presented their collaborative project "Beyond Crisis Intervention" at the International Chiefs of Police Annual Conference in Chicago, Illinois on October 25th, 2019. (See Attachment #13 IACP Presentation Beyond Crisis Intervention)

Outcomes and Enhancements

As referenced above in Compliance Measure 2, the SFPD Academy aims to ensure that moving forward we continue to evaluate and enhance training through information sharing and peer to peer exchange. Academy Unit Order Peer to Peer Training Curricula Exchanges for Training Improvement was created. (See Attachment #11)

The order explains procedures and enumerates sources for review of outside training exchanges for continual audit and improvement of our own training, and opportunities to share our own training with other agencies.

4) Evidence of actions resulting from training exchanges/observations, if applicable.

Over the evolution of the SFPD CIT Program, successes and measurable progress has been made in use of force reduction. Training standards have been established and the SFPD model has transformed into a model for other agencies.

USE OF FORCE-

Since the implementation of the CIT Field Tactics Course, the SFPD has seen a reduction in both Use of Force and the pointing of firearms. The San Francisco Police Admin Code 96A Reports:

- Use of Force – 56% drop from the first quarter of 2016 with 925 incidents to 420 incidents in the fourth quarter of 2019
- Pointing of Firearms – 72% drop from the first quarter of 2016 with 648 incidents to 184 incidents in the fourth quarter of 2019

San Francisco Police Admin Code 96A Reports Indicates changes in Use of Force and Pointing of Firearm statistics from 2016 to 2019 [Attachment # 3 96A Report](#)

SFPD CIT MODEL SHARED WITH OTHER AGENCIES-

The 40-hour course and the 10-hour course have been attended by sworn law enforcement personnel, dispatchers and civilian employees from the following agencies:

- Alameda County District Attorney's Office
- Alameda County Sheriff's Office



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- Bay Area Rapid Transit (BART) Police Department
- California Highway Patrol (CHP)
- City College of San Francisco Police Department
- Daly City Police Department (DCPD)
- Department of Emergency Management (DEM)
- Federal Bureau of Investigations (FBI)
- Golden Gate Bridge Patrol
- Los Angeles Police Department (LAPD)
- Mountain View Police Department (MVPD)
- Richmond Police Department (RPD)
- Sacramento County Sheriff's Office (SCSO)
- San Diego Police Department (SDPD)
- San Francisco City Attorney's Office
- San Francisco Department of Adult Probation
- San Francisco Department of Public Health (DPH)
- San Francisco District Attorney's Office
- San Francisco Fire Department (SFFD)
- San Francisco Park Rangers
- San Francisco Sheriff's Office (SFSO)
- San Francisco State Police Department
- San Mateo Police Department (SMPD)
- United States Coast Guard (USCG)
- United States Federal Reserve Police Department
- United States Park Police Department
- University of California San Francisco (UCSF) Police Department
- University of San Francisco (USF) Police Department

Members from the Federal Department of Justice, the California Department of Justice, the SF City Attorney's Office, and the SF Department of Police Accountability have also attended these courses as observers only.

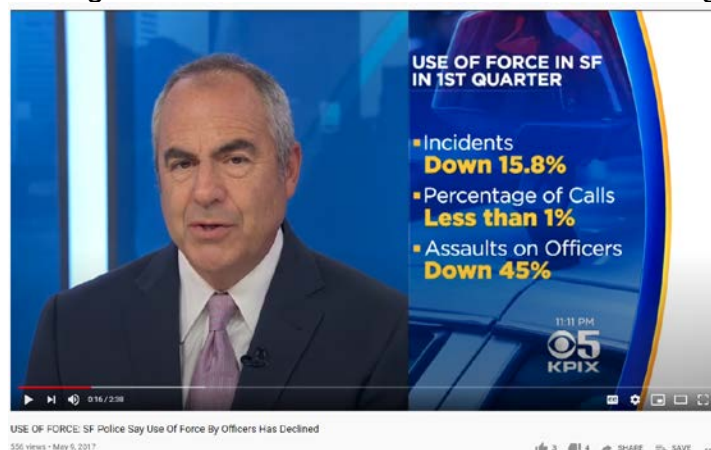
Course Material From SFPD CIT: [See Attachment # 8 CIT Field Tactics Course – Power Point](#)

In 2019, the SFPD CIT Unit attended the California Police Officer's Association (CPOA) Conference in Long Beach, where they received the CPOA Award of Distinction.

[Attachment #9 CPOA Award](#)

NEWS COVERAGE:

Local KPIX CBS news station reporter, Joe Vasquez, presented a series of news clips in which the SFPD CIT training curriculum and incident outcomes were highlighted.





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[Link: CIT Team Concept Response Video](#)



Awards Ceremony - https://youtu.be/QAqrPK_NJ6g



Training Overview - <https://youtu.be/rZ8ILIM8lp8>

The SFPD CIT annual report provides a more comprehensive break-down of CIT accomplishments for the 2019 calendar year.

See Attachment #16 SFPD CIT ANNUAL REPORT

On Monday, November 23, 2020, SFPD Professional Standards members participated in a conference call with members of Hillard Heintze (HH) and the California Department of Justice (CAL DOJ). During the prescreening, suggestions and guidelines were discussed for this recommendation as described below.

Hillard Heintze noted that the package thoroughly addressed use of force and de-escalation peer training exchanges, but could use additional information on sanctity of life, impartial



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policing, and procedural justice. Hillard Heintze believed that SFPD has information to satisfy these areas but should expand on them. Hillard Heintze noted that there had also been an exchange with New Orleans. Additionally, Hillard Heintze recommended that Attachment 11, Unit Order (no number assigned) on Training Curricula for Peer to Peer Training Curricula Exchanges should be included in compliance measure 3.

In response, additional explanations regarding SFPD Procedural Justice Training Class, Implicit Bias, and Bias and Racial Profiling Courses and Roll Call Trainings addressing Procedural Justice were added to **Compliance Measure 2**. Additionally, feedback from Academy Officer LGBTQI Immersion, and a peer to peer outside agency training from Austin Police "Fair and Impartial Policing" attended by academy officer.

Attachments 17,18,19, 20

Unit Order Peer to Peer Training Curricula Exchanges for Training Improvement was referenced and explained again in **Compliance Measure 3**. **Attachment 11**

Clarification for the New Orleans mention was asked of Hillard Heintze consultants on 11/25/2020 to the following response:

*"Looking back the information is too old. (USDOJ) set it up (2016-2017)
I am ok with moving the recommendation forward; include a statement the department will consider other peer exchanges as they become available. (impartial policing/procedural justice). "*

Changes to this suggestion were covered above in additions and added attachments to Compliance Measures 2,3