

**From:** Tanya Koshy [REDACTED]

**Sent:** Thursday, May 28, 2020 1:07:04 PM

**To:** [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

**Subject:** Cal DOJ's review of Recommendation 12.2

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Dear Captain Bailey,

Our office has completed its review of the materials supporting implementation of Recommendation 12.2 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 12.2: The SFPD should ensure an appropriate distribution of Crisis Intervention Team (CIT)-trained personnel across all shifts in all districts.

Response to Recommendation 12.2:

SFPD takes various measures to ensure the appropriate distribution of CIT-trained personnel across all shifts and districts. First, on a quarterly basis, the CIT coordinator reviews and analyzes both calls for service and mental health detentions that come out of those calls for service and assesses whether particular stations and shifts have a higher need for CIT-trained officers. The CIT coordinator will then identify and select officers to take the 40-hour California Peace Officer Standards and Training (POST) CIT training to address higher calls for services and mental health detentions in particular stations and shifts. The CIT office has also over time sent members to take the 10-hour POST-certified CIT training. The CIT office's data-driven efforts to have members trained in crisis intervention have resulted in over 99% of SFPD members certified in the 10-hour POST CIT training and 54% trained in the 40-hour POST CIT training. Second, when members sign up for their choice of watch in March and September of each year, district captains will use data on the number of mental health detentions across shifts and district stations in making assignments. Third, Platoon Commanders, as part of the same semiannual assignment of members to particular watches, will ensure that CIT-trained officers are distributed equally among each of the watches.

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 these further. Thank you.

Tanya

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<b>Finding # 12</b>	<b>The SFPD has significantly expanded its Crisis Intervention Team (CIT) training program; however, SFPD does not have a strong operations protocol for CIT response.</b>
<b>Recommendation # 12.2</b>	The SFPD should ensure an appropriate distribution of CIT-trained personnel across all shifts in all districts.

<b>Recommendation Status</b>	<b>Complete</b> Not Started	Partially Complete No Assessment	In Progress
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**Summary**

The San Francisco Police Department has required all members to be CIT trained, which assists in ensuring the appropriate assignment of CIT trained officers at each district station and shift. In addition, with the assistance of the CIT Coordinator, the department uses a data led approach to determining the rate of occurrence of CIT-related calls for service for each district and shift, which provides District Captains and Commanders with the intelligence necessary to make revision to shift assignments, if necessary, to meet the need for additional CIT personnel.

CIT business intelligence is reviewed on a monthly basis. In addition, the department has a regular cadence for review of shift and operational assignment needs. Although patrol personnel can make selections by seniority for shift and assignments on a semi-annual basis, the department's labor agreement gives the District Station Commanding Officer authority to assign up to fifteen percent (15%) of the sworn personnel under their command to meet their operational needs. This practices gives department leaders additional flexibility when necessary to address CIT related calls and services. The department's work in completing this recommendation is sufficient to be designated as Complete, however, the team will continue to monitor this area to ensure these practices are institutionalized.

Compliance Measures		Status/Measure Met
<b>1</b>	Assess staffing need for CIT by shift.	✓ Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
<b>2</b>	Assign appropriate number of CIT personnel to all shifts.	✓ Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
<b>3</b>	Periodic review/audit of staffing levels and adjust as appropriate.	✓ Yes <input type="checkbox"/> No <input type="checkbox"/> N/A

**Administrative Issues**

**Compliance Issues**



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**Finding # 12: The SFPD has significantly expanded its Crisis Intervention Team (CIT) training program; however, SFPD does not have a strong operations protocol for CIT response.**

Crisis Intervention Team training instructs officers how to effectively manage behavioral crisis situations in the field. Since February 2015, all basic academy recruits complete the 40-hour Crisis Intervention Team training before they graduate from the Academy.

As of April 19, 2020, 1261 members, which equates to 54% percent of the department, have received the 40-hour crisis intervention training (CIT) course. Although there is a policy that supervisors are to be requested at the scene of an incident wherein a member of the public in mental health crisis is armed, more must be in place to address such situations. The team learned that CIT-trained officers are not pre-identified to facilitate their assignment to calls related to persons in mental health crisis. However, given the data issues facing SFPD, the ability to clearly track and confirm policy adherence for identifying CIT-trained officers remains an issue.

**Recommendation # 12.2: SFPD should ensure an appropriate distribution of CIT trained personnel across all shifts in all districts.**

**Response Date: 04/20/20**

**Compliance Measures:**

**1) Assess staffing need for CIT by shift.**

The CIT coordinator (currently Lt. Mario Molina) quarterly reviews and analyzes calls for service as well as mental health detentions that yield from the calls for service. This data is compiled from the Department Emergency services, and the mental health dashboard that was designed to compile data on mental health calls. The calls for service is an external report that is generated by DEM whereas the mental health dashboard report is generated internally through the **Business Intelligence (BI) Dashboard (See Screen shot of Dashboard) – [Attachment # 1]**. The attachment is an example to illustrate how the data can be filtered and captured. On this particular report, the data for all mental health detentions and Tarasoff Threats were queried city-wide for a 24hour period. In total, there were 18 total city wide events.

Generated BI reports using data compiled between 07/01/19 through 09/30/19, show that there is a higher number of calls for service and Mental Health Detentions in the following stations: Central, Southern, Mission, Northern, and Tenderloin. In addition, the report reveals that there is a higher number of calls of service during Day and Swing Watch. On this particular report it was determined that Day Watch handled 405 incidents; Swing Watch handled 309 incidents; while Midnights handled 208 incidents. **(See BI reports for Day Watch; Swing Watch; and Midnight Watch) – [Attachment # 2]**. With this information in mind, the CIT Office methodically sends Officers to CIT training in order to address the need for CIT officers at district stations and watches. Currently, over 99% of Officers on patrol are trained in



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the 10 hour CIT training. The CIT coordinator uses the data gleaned from the aforementioned BI reports in identifying and selecting officers to send to the 40 hour CIT training based on a data- led approach (By District and By Watch).

Another source of data used to ensure an appropriate distribution of CIT trained personnel across all shifts in all districts is the CIT coordinator's quarterly assessment which is presented annually to the Police Commission – [Attachment # 3]. Per DGO 5.21 (Crisis Intervention Team [CIT] Response to Person in Crisis Calls For Service), the CIT coordinator is mandated to provide reports quarterly and annually. These reports indicate calls for service per district stations, dispositions of the contacts (i.e. – Booked, Cited, Detained, & Diverted), if force was used during the contact, and the demographics and gender of those contacted.

**-Section IV. A. 10:** – [Attachment # 4] requires the CIT Coordinator to "provide reports and recommendations, in consultation with the Mental Health Working Group, to the Chief of Police, the Command Staff, and the Police Commission on the Departments response to person in crisis incidents on a quarterly basis."

### **Section: V. CIT Data Collection And Reporting:** – [Attachment # 4]

"The Department shall develop a data collection system to allow officer to input information on person in crisis incidents and allow for the review an analysis of CIT data.

**Section: V. B:** – [Attachment # 4] The CIT Coordinator shall develop and provide a yearly report to the Police Commission on the status of the CIT training program, analysis of data reviewed (including, but not limited to the data listed in section A above), and make any recommendations that enhance the Department response to person in crisis calls. This report shall be provided to the Office of Citizen Complaints two weeks prior to release, made public and posted on the CIT and Police Commission webpage.

### **2) Assign appropriate number of CIT personnel to all shifts**

During the bi-annual sign ups, Platoon Commanders of each district access and ensure that CIT trained Officers are equally assigned to each watch. Refer to sample memorandum regarding Semi-Annual Sign-Up – [Attachment # 5]. Currently, 99 % of sworn members in the Patrol Division are trained in the 10-Hour CIT Field Tactics while 54% have received the 40-hour course – [Attachment # 6]

**Compliance Measure Status: Met**

### **3) Periodic review/audit of staffing levels and adjust as appropriate.**

The CIT coordinator periodically meets with District Captains regarding a variety of CIT related issues, which includes training as well as auditing of staffing levels that are CIT trained – [Attachment # 6]. The CIT coordinator routinely provides District Captains with the previously discussed BI generated reports – [Attachments 1, 2, & 5], which identifies CIT trained officers by district. This report identifies officers that are trained in the 10 hour CIT training, 40 hour CIT training, and/or both – [Attachment # 6]. This report helps the District Captains with personnel assignments during the bi-annually Sign-Ups



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in March and September. During the bi-annual watch Sign-ups, members sign up for their choice of watch in order of seniority. The Commanding Officer, or designee, cannot dictate the shift an Officer signs up for, but has the authority to assign watch off groupings. The Commanding Officer, or designee uses the BI generated reports – [Attachments 1, 2, & 5] to ensure that CIT Officers are proportionately distributed amongst the watch off groups, which indicates a particular set of days off. Watch Off groupings in patrol are typical 1-3-5-7. Please refer to – [Attachment # 7] as an example of the watch off schedule that can be generated by all members utilizing HRMS. When looking at the schedule, the numbers listed after the date are “H”; which signifies that those assigned to that specific numerical watch off group are off duty that day. For additional information in regards to staffing regulations, please refer to Memorandum of Understanding Between City and County of San Francisco and San Francisco Police Officers' Association. – [Attachment # 8]

Another tool utilized by District Captains to adjust and ensure that an appropriate number of CIT trained officers are distributed across all shifts and watches, is the accessibility to generate an HRMS report that identifies all CIT trained officers currently on duty. This report can be and is often filtered by assignment and by shift Day Watch, Swing Watch, and Mid-Night Watch. – [Attachment # 9]. Additionally, this HRMS generated report affords the District Captains and all levels of supervision with up to minute data in the event that an incident occurs and a request for additional CIT trained Officers from neighboring Districts are needed as support.

On Thursday, April 23, 2020, this recommendation was discussed on a partner conference call with Hillard Heintze and Cal DOJ. During that call, it was requested by both Hillard Heintze and Cal DOJ that this recommendation recognize the success of the San Francisco Police Department's Critical Team (CIT) and the Department's commitment to addressing incidents involving a person in a behavioral or mental health crisis.

The San Francisco Police Department's website, has a dedicated page under “Your SFPD” specific CIT – [Attachment # 10]. On this page, one can access critical outreach information, the direct contact information for the CIT Unit's Commanding Officer, and all related SFPD policies and procedures when dealing with individuals in crisis. The website also discusses the success of the SFPD's CIT Unit as one that has been modeled by several other Law Enforcement agencies as well as being locally and nationally recognized.

*“Our training has been so successful that it has attracted interest from far beyond the department. SFPD trainers have given the course to members of more than a dozen outside groups, including the California Highway Patrol, San Francisco Sheriff's Department, Golden Gate Bridge Patrol, San Francisco Fire Department, San Mateo Police Department, San Diego Police Department, San Francisco City Attorney's Office, and the San Francisco County Public Defender's office. Our unit has received several awards and recognitions, including the 2019 California Police Officer's Association Award of Distinction. We have presented to the California Crisis Intervention Training Association (CACITA) in Sacramento in 2018; the American Psychological Association (APA) in May of 2019; the International Association Chiefs of Police (IACP) in Chicago in October, 2019; and the California Association of Hostage Negotiators (CAHN) Conference in January, 2020 in Garden Grove, CA.”*



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In addition, the SFPD CIT Unit's Commanding Officer, Lieutenant Mario Molina published a Crisis Intervention Team Program Highlights report in 2020 – [Attachment # 11] that emphasizes several received awards and distinctions. It further draws attention to the many training and presentations the SFPD CIT Unit has done for both the community and several outside Law Enforcement agencies. Furthermore, the CIT program highlights several academic studies in which the SFPD CIT Unit has participated in and been cited.

### Supplemental Document Request

Requested Documents	Responsive Documents(s) and Why
Evidence of CIT calls for service data if used in determining staff distribution.	-Refer to the Quarterly Reports- SFPD CIT to the San Francisco Police Commission on Mental Health. (July thru September 30, 2019)
Evidence of process of review that the department will use to determine whether CIT officers are appropriately assigned by shift.	-Refer to the Business Intelligence (BI) report mapping data. (See Screen Shot)  -3rd Quarter 2019 Report (Day Watch)  -3rd Quarter 2019 Report (Swing Watch)  -3rd Quarter 2019 Report (Midnight Watch)  -HRMS Report- CIT (Day Watch- November 27, 2019)  -HRMS Report- CIT (Swing Watch)  -HRMS Report- CIT (Midnight Watch- November 27, 2019)