

**From:** [Gabriel Martinez](#)  
**To:** [REDACTED]  
**Subject:** Recommendation 6.1  
**Date:** Monday, July 26, 2021 2:51:34 PM

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Dear Acting Captain Altorfer,

Our office has completed its review of the materials related to Recommendation 6.1 that were submitted to us as part of the collaborative reform process. This package focused on SFPD assessing its anti-bias trainings to better address issues of bias. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 6.1: The Training and Education Division should adopt a formal Learning Needs Assessment model that identifies and prioritizes training needs and should subsequently design and present them in the most effective and efficient ways possible.

Response to 6.1: On May 9, 2019, SFPD issued Department Bulletin 19-100, “New Training Division Unit: Field Tactics/Force Options.” The Bulletin created a new unit, the Field Tactics Force Options Unit (FTFO Unit) within the Training Division to implement a continuing learning needs assessment. The FTFO Unit analyzes use-of-force data, reports, and certain use-of-force incidents, identifies training needs, and develops relevant training.

The FTFO Unit works with the Business Intelligence Unit to review data and trends from sources that include dispatch data, incident reports (such as Firearm Discharge Review Board reports and Early Intervention System reports), and supervisory use-of-force evaluations. The Business Intelligence Unit dashboard allows the FTFO Unit to review use-of-force data on a real-time basis. The FTFO Unit reviews this data on at least a monthly basis as part of a meeting conducted by a multidisciplinary review committee, consisting of members from various units, including the Critical Incident Team, Range personnel, and the Physical Training/Defensive Tactics Unit.

Any use of force incident that undergoes any formal Department administrative or criminal review must undergo an additional review by the FTFO Unit to evaluate the need for any training related to field tactics or force options. That review includes all officer-involved shootings. The FTFO Unit documents its review in an incident review report that issues recommendations. These reviews have recommended scenario training where an officer is in a disadvantageous position, that an officer attend the Critical Mindset Coordinated Response training, and that an involved officer meet with the FTFO unit for a debriefing related to deficiencies communications with a partner officer. After an FTFO member completes their individual review, the review summary report is evaluated by the entire FTFO Unit and then again by the multidisciplinary review committee described above. Examples of the FTFO Unit recommendations being implemented include the addition of duty-to-intervene slides in training, publishing videos regarding traffic stop approach practices, and SFPD issuing Department Notice 19-224, “Communication Priorities,” as a tactical refresher on timely

communicating location details during critical incidents.

When the FTFO Unit identifies training issues, it consults with internal and external subject matter experts, such as coordinators of the Crisis Intervention Team, the Peace Officer Standards and Training (POST) office, the Department of Police Accountability (DPA) and other Police Departments. The FTFO Procedural Manual requires the FTFO Unit to meet monthly with DPA to help identify training needs and effectiveness.

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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<b>Finding # 6</b>	<b>The SFPD has not developed comprehensive formal training specifically related to use of force practices.</b>
<b>Recommendation # 6.1</b>	The Training and Education Division should adopt and implement a formal Learning Needs Assessment model that identifies and prioritizes training needs and should subsequently design and present them in the most effective and efficient ways possible.

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

**Summary**

The San Francisco Police Department adopted and implemented a formal Learning Needs Assessment (LNA) for use of force education and training. The Field Training Force Options (FTFO) Unit is responsible for conducting and maintaining the LNA as described in the FTFO Unit Order, assisted by the Business Analysis Team. This process includes review of data from a number of internal sources, such as incident reports, OIS, FDRB assessments, DPA and IA investigations, and others. FTFO then develops and prioritizes force training based on the results of data analysis and legislative priorities.

FTFO develops and prioritizes force training based on data analysis and legislative priorities; for example, training regarding duty to intervene, modifications to AB 392, and more. Continued data collection and analysis and feedback from internal and external sources drive continual review and improvement.

Compliance Measures		Status/Measure Met
<b>1</b>	Adopt and implement a formal Learning Needs Assessment (LNA) model as it applies to use of force.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
<b>2</b>	Identify and prioritize training needs.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
<b>3</b>	Design, implement, and present training priorities effectively and efficiently.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
<b>4</b>	Continual review/improvement loop that relies upon the LNA model.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A

**Administrative Issues**

**Compliance Issues**



## Collaborative Reform Completion Memorandum

### Finding #6

The SFPD has not developed comprehensive formal training specifically related to use of force.

### Recommendation #6.1

The Training and Education Division should adopt a formal Learning Needs Assessment model that identifies and prioritizes training needs and should subsequently design and present them in the most effective and efficient ways possible.

**Response Date:** 12/29/2020

### Executive Summary:

The recently created Field Tactics Force Options (FTFO) Unit is itself responsive to this recommendation, providing the Department Use of Force training developed through Learning Needs Assessment (LNA) principles. The unit, attached to the Training Division and located at the SFPD Regional Training Center (Academy), is responsible for providing effective training to members related to tactics in patrol and the selection and application of force options. It is the mission of the unit to ensure that such training is relevant, effective, and consistent. For additional information, please see the Mission of the FTFO Unit (**Attachment # 1**).

### Section A: FTFO Unit Mission and Staffing

The San Francisco Police Department established the Field Tactics Force Options Unit (FTFO) in November of 2018.

The unit, housed at the San Francisco Regional Training Facility in Diamond Heights, is currently staffed with (1) lieutenant (Michael Nevin #166), (2) sergeants (John Crudo #1694 and Justin Bugarin #1728), (2) officers (Joel Aylworth #480 and Patrick Woods #2468), and (1) "960" employee (retired Sergeant Martin Lalor).

The FTFO Unit provides training oversight, consistency, and guidance with respect to the application of field tactics and force options by sworn members during encounters with subjects.

The FTFO Unit participates in formal Department incident review boards and prepares related analysis and recommendations from the perspective of identifying both trends and training needs for individual members and the Department generally. The unit provides instruction intended to reinforce and enhance officers' basic tactical knowledge, skills and abilities. The goal is that officers are better prepared to face the challenges confronting them during street encounters.

**Specific Duties include:**



## **Collaborative Reform Completion Memorandum**

Using LNA principles, the FTFO unit constantly develops, vets, and updates the Department's use of force training. Information and feedback are collected through a variety of means to determine the needs and efficacy of use of force training and to develop training responsive to the needs and constraints of the Department members. Training is developed and assessed internally and externally, and the analysis and feedback helps identify the training needs and priorities, as well as make adjustments to the training.

**End of Executive Summary**