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**From:** Gabriel Martinez [REDACTED]  
**Sent:** Friday, April 2, 2021 4:54 PM  
**To:** [REDACTED]

**Subject:** Recommendation 27.7

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Dear Acting Captain Altorfer,

Our office has completed its review of the materials related to Recommendation 27.7 that were submitted to us as part of the collaborative reform process. This package focused on SFPD regularly training officers on force options. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 27.7: The SFPD should implement Force Options Training in a manner that reduces the impact of demographics on split-second use of force decisions and should ensure that in-service officers receive this training at least annually.

Response to 27.7: In 2018 and 2019, SFPD's Training Division provided mandatory courses on Use of Force and Crisis Intervention/Threat Assessment De-escalation. In May of 2019 SFPD established the Field Tactics and Force Options Unit (FTFO) to implement various Force Options trainings. (Department Bulletin 19-100, "New Training Unit: Field Tactics/Force Options," May 9, 2019). The FTFO Manual, published on June 25, 2020, tasks FTFO with developing lesson plans for officers relating to mental health calls with armed suspects, pedestrian stops, foot pursuits, felony vehicle stops, barricaded suspect incidents, active attacker, and other critical incidents. To develop the lesson plans, the FTFO reviews use-of-force incidents and a variety of SFPD data. The FTFO trainings emphasize de-escalation, including increasing time, distance, and cover, to slow down responses and reduce split-second decision making. The Force Options trainings are complimented by mandatory Crisis Intervention, Implicit Bias, and Advanced Officer/Continued Professional trainings, which also focus on de-escalation and how bias can affect use of force.

The FTFO curriculum includes several courses emphasizing de-escalation to reduce demographic disparities in split-second use-of-force incidents. These courses aim to both reduce the number of split-second use-of-force

incidents by slowing down officer responses, as well as making officers aware of their potential biases when responding to incidents. FTFO courses include the 10 and additional 20-hour Critical Mindset Coordinated Response training, the Force Options Simulator, FTFO roll-call training (such as FTFO roll-call trainings in 2020 on traffic stops and care and control of prisoners), the 2020 AB 392 Use of Force Update training, and Officer Involved Shooting Response and Investigation training.

Many of these courses, including Crisis Intervention, Critical Mindset Coordinated Response, Force Options Simulator, and an FTFO force options and tactics course, are required officer training every two years. Roll-call trainings also occur throughout the year. This curriculum satisfies the annual requirement contemplated by the recommendation. Trainings are tracked in the Department's Human Resource Management System with remedial action for officers that do not attend.

The FTFO reviews both specific use-of-force incidents and SFPD incidents as a whole to update SFPD's trainings. The FTFO reviews data from the quarterly Use of Force, Firearm Discharge Review Board, and Early Intervention reports. For individual incidents, the FTFO also reviews body worn camera videos, written statements, and dispatch calls. The SFPD Business Analysis Unit developed a data dashboard for FTFO to review data from dispatch, incident reports, and supervisory forms.

The FTFO attends monthly meetings with the Department of Police Accountability to further identify issues with tactics and the Department of Police Accountability has attended trainings, such as the Critical Incident Coordinated Response training, for their input. The FTFO holds a monthly meeting with SFPD's Professional Development Unit, Academy staff, Critical Incident staff, and Range staff to discuss use-of-force issues. A recent training review led to the creation of the Force Options Refresher Course for any officer, and their supervisor, who was recently involved in a use-of-force incident or was a decision-maker during incident. The training will occur within 30 days of the use-of-force incident.

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 # 27.7

**Finding # 27** The SFPD is not addressing the anti-bias goals set forth through the Fair and Impartial Policing training-the-trainers session.

**Recommendation # 27.7** The SFPD should implement Force Options Training in a manner that reduces the impact of demographics on split-second use of force decisions and should ensure that in-service officers receive this training at least annually.

**Recommendation Status** **Complete** **Partially Complete** **In Progress**  
**Not Started** **No Assessment**

**Summary**

The San Francisco Police Department promulgated policy and training to assist in reducing the impact of demographics when officers use force. The approach teaches officers to use CIT and de-escalation principles to assess encounters before taking action. The training includes a simulator to evaluate an officer’s response to various type of encounters, including encounters that involve persons of color.

The file package includes evidence of data mining – use force, CIT, DPA for training and trend analysis – and use of force evaluations by the Business Analysis Team - including Risk Management Unit comparison of use of force reports, offense reports, and use of force logs. Remedial action taken as necessary including retraining or discipline. The SFPD’s long term goal is to partner with a university to conduct demographic analysis of force usage – this will increase transparency. The response is designated Complete.

Compliance Measures		Status/Measure Met
1	Develop training curriculum designed to reduce the impact of demographics on split-second use of force decisions.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
2	Implement force options training.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
3	Provide annual training to all officers.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
4	Evidence of training review.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
5	Ongoing assessment of impact on the relationship between use of force and demographics.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
6	Evidence of supportive and remedial action if deficiencies are found – including failure to attend training.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A

**Administrative Issues**

**Compliance Issues**





## Collaborative Reform Completion Memorandum

**Finding # 27:** The SFPD is not addressing the anti-bias goals set forth through the Fair and Impartial Policing training-the-trainers session.

**Recommendation # 27.7:** The SFPD should implement Force Options Training in a manner that reduces the impact of demographics on split-second use of force decisions and should ensure that in-service officers receive this training at least annually.

**Response Date:** 09/10/2020

### Executive Summary:

The San Francisco Police Department (SFPD) requires that all members take continuous training in Procedural Justice, Implicit Bias and Fair and Impartial Policing to assist in rooting out implicit bias in all situations, including split-second use of force decisions. With the goal of keeping everyone (public and officers) safe from harm, in 2016, the SFPD committed to re-engineering the way force is used. This change placed an emphasis on the sanctity of all human life, and de-escalation before resorting to force options.

As reported in the SFPD Chapter 96A Quarterly Report, the transition to utilizing de-escalation before resorting to force is based on research which has provided great insight into the causes of biased policing. Social psychologists encourage law enforcement agencies to engage in the following interventions, which are now mandatory for all SFPD members:

1. **Training of Officers-** The SFPD implemented mandatory training for topics including: Implicit Bias, Procedural Justice/Principled Policing, Critical Mindset and Coordinated Response, and Crisis Intervention Training (CIT).
2. **Policy Changes** - Policies were changed to reduce the amount of discretion officers have in their decisions involving civilians. This intervention reduces the probability that stereotypes will influence officers' behaviors. In 2016, Department General Order 5.01, Use of Force, was updated to prohibit the use of the carotid restraint and shooting at moving vehicles as well as made the pointing of a firearm a reportable use-of-force incident. In addition, DGO 5.21; The Crisis Intervention Team (CIT) Response to Person in Crisis was issued in 2016, detailing coordinated response, including establishing the time and distance mindset, prior to the use of force.

The SFPD established and launched the Field Tactics Force Options (FTFO) Unit in May 2019. A main goal of this unit is to implement Force Options Training in a way that utilizes de-escalation to slow down and create time and distance, which reduces the impact of demographics on split-second use of force decisions. The FTFO Unit also evaluates actual use of force incidents and recommends and provides force options training as a supportive and remedial action if deficiencies are found.

Since this Department of Justice (DOJ) recommendation was received in 2016, the SFPD has continued to evolve in order to create new course curriculum related to force options and bias. Concurrently, there has since been a noticeable and steady downward trend in use of force incidents (as reported in the SFPD Chapter 96A Quarterly Reports), and in the number of officers being flagged in the SFPD's Early Intervention System (EIS).