



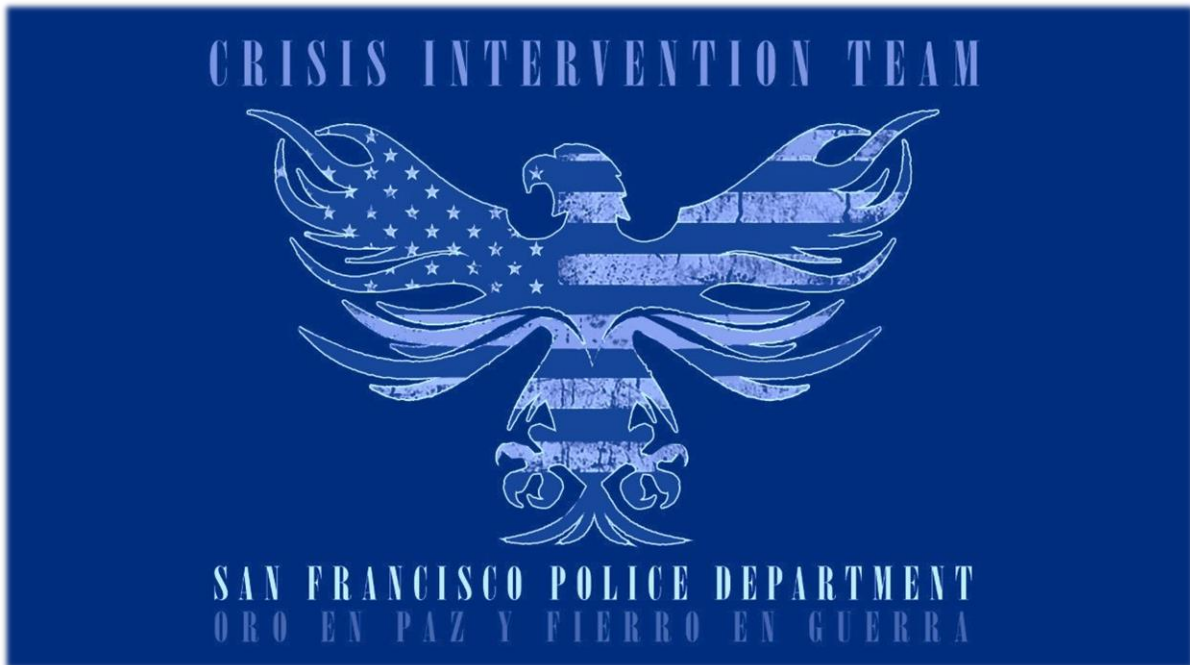
**CRISIS INTERVENTION TEAM
ANNUAL REPORT**

2025

**SAN FRANCISCO POLICE DEPARTMENT
POLICE COMMISSION REPORT**



CRISIS INTERVENTION TEAM
SAN FRANCISCO POLICE DEPARTMENT



2025 Crisis Intervention Team (CIT) Annual Report

Foundational Mandate

*The guiding principles of the Crisis Intervention Team are codified in **Department General Order 5.21**, which establishes the ethical and operational framework for every interaction:*

"The San Francisco Police Department's highest priority is safeguarding the life, dignity, and liberty of all persons. Officers shall demonstrate this commitment in their daily interactions with the community they are sworn to protect and serve. 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 Department is dedicated to providing the highest level of service to all communities, including individuals diagnosed with mental illnesses or other disabilities, as well as those suffering from the adverse consequences of substance abuse and personal behavioral crises.

The Department has adopted the Crisis Intervention Team (CIT) program to address persons in crisis incidents. CIT members shall use tactics consistent with CIT training to address persons in crisis incidents, with the safety of all of persons being considered."

Purpose of the 2025 CIT Annual Report

The 2025 Crisis Intervention Team Annual Report chronicles a year defined by **growth, adaptation, and sustained commitment**.

As the landscape of crisis response evolves, the San Francisco Police Department has proactively expanded its practices, fortified its training, and refined its policies to meet increasingly complex public safety demands. This document serves not only as a record of operations but as a testament to the Department's evolution.

Throughout these pages, we highlight how the Crisis Intervention Team remains firmly grounded in its core mission: **protecting life, reducing harm, and responding to individuals in crisis with professionalism, skill, and care.**

2025 Crisis Intervention Team Annual Report

San Francisco Police Department

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CIT 2025: A Year of Big Transitions and Continued Excellence

The San Francisco Police Department concluded 2025 with one of its strongest public safety records in decades. Overall crime declined by approximately 25%, violent crime dropped 18%, and property crime fell 27%. Most notably, the city recorded 28 homicides—the lowest total since 1954. These outcomes reflect the impact of focused enforcement strategies, organizational reforms, and an evolved, Department-wide commitment to crisis intervention and de-escalation.



The Crisis Intervention Team remains unequivocally committed to delivering the highest standard of public safety for all who live in, work in, and visit San Francisco. We recognize that public safety is an interconnected system bridging law enforcement, emergency response, and public health. Because these domains frequently converge, officers must apply refined crisis intervention skills that balance training, experience, and the safety of each encounter.

Every day, officers encounter individuals exhibiting varying degrees of crisis behavior. Determining the most appropriate response—whether through communication and de-escalation, conflict resolution, or enforcement—requires sound judgment and specialized training. Crisis intervention is not a peripheral skill; it is foundational to effective policing in a city defined by diversity, complexity, and constant activity.

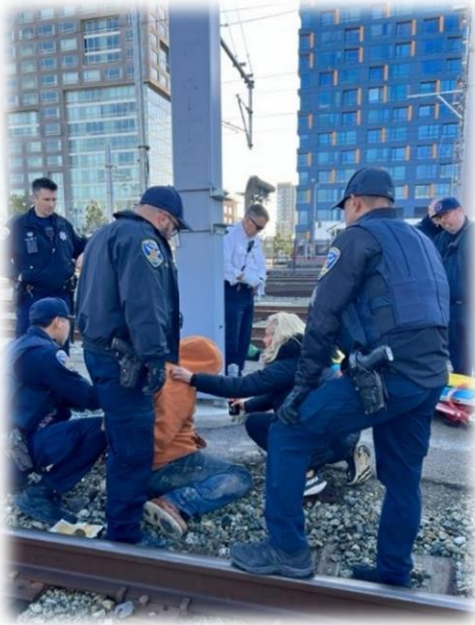


Public Safety in a Global City

In 2025, San Francisco welcomed nearly 24 million visitors, according to the San Francisco Travel Association. As a world-class destination, the city hosts major sporting and entertainment events and remains a global hub for biotechnology, technology, artificial intelligence, finance, and professional services. Increased daily activity across San Francisco's neighborhoods underscores the critical importance of robust crisis intervention strategies that support individuals in need, prevent violence, and maintain public trust.

The year also marked significant leadership transitions within the Department, including the retirement of Chief William Scott, the tenure of Interim Chief Paul Yep, and the appointment of Chief Derrick Lew. Each leader has recognized the multifaceted challenges facing the city and reaffirmed that crisis intervention is a critical component of public safety, community confidence, and organizational excellence.

In a city that thrives on constant movement and engagement, the San Francisco Police Department remains steadfast in its commitment to the core principles of the Crisis Intervention Team: **safeguarding life, preserving dignity, and protecting liberty for all persons.**



Scope of This Report

This Annual Report provides a comprehensive overview of Crisis Intervention efforts throughout San Francisco, including:

- Departmental, interagency, and community-based training
- Field response to individuals in crisis
- Supporting the Hostage/Crisis Negotiations Team
- The CIT Co-Responder Model and interagency collaboration
- Community engagement and partnerships
- Program highlights and policy initiatives
- Behavioral Threat Assessment and Management
- Data analysis and emerging trends
- Selected incident examples

CIT 2025: Evolution of the Crisis Intervention Team

Crisis Intervention is not a new concept to the San Francisco Police Department; the practice has been a part of the Department's fabric since 2001. Over the last two decades, however, the Department has undergone significant transformation.

Between 2001 and 2009, the SFPD trained approximately 900 members in Police Crisis Intervention. Unfortunately, this training was discontinued in 2009 due to funding constraints, leaving a training gap between 2009 and 2011. Despite the pause, the evidence justifying the need for such training was undeniable. The *2010 SFPD Officer-Involved Shootings Five-Year Study* revealed a critical data point: five of the fifteen shootings reviewed were believed to involve individuals suffering from mental health challenges.

In response, the San Francisco Police Commission requested the creation of a Working Group to support the Department in training and policy development. Members of the SFPD and the CIT Working Group traveled to Tennessee to study the "Memphis Model" of crisis intervention. From 2011 to 2015, the Department began delivering this curriculum, but the rollout faced significant internal hurdles. Buy-in from law enforcement was low; misconceptions were prevalent, and some members viewed the new protocols as an "occupying force" attempting to change policing culture. There was a genuine fear among officers that these new tactics required giving up safety, potentially leading to injury or death.

The Turning Point (2015)

In 2015, the Department experienced another significant event that fundamentally altered the trajectory of Crisis Intervention Team (CIT) training: the death of Mario Woods. This incident forced a critical examination of how law enforcement responded to crisis-related calls for service.

Responsibility for the CIT program was handed to (then) Lieutenant Mario Molina, who established the Crisis Intervention Team Unit. This new Unit focused not only on officer training but also on community engagement. Lieutenants Laura Anderson and Donald Anderson (who were Sergeants at the time), assisted Lieutenant Molina in redeveloping the training into the comprehensive model used today.

The impact of this redevelopment was immediate and measurable. Data revealed:

- **68% Reduction in Use-of-Force Incidents:** Between 2016 and 2020, use-of-force incidents plummeted, demonstrating the effectiveness of enhanced training.
- **80% Reduction in Officers Pointing Firearms:** A major shift that reflects a commitment to reducing confrontations and strengthening trust.
- **18 Consecutive Months Without an Officer-Involved Shooting:** A historic milestone for a major metropolitan city, proving that de-escalation tactics save lives.

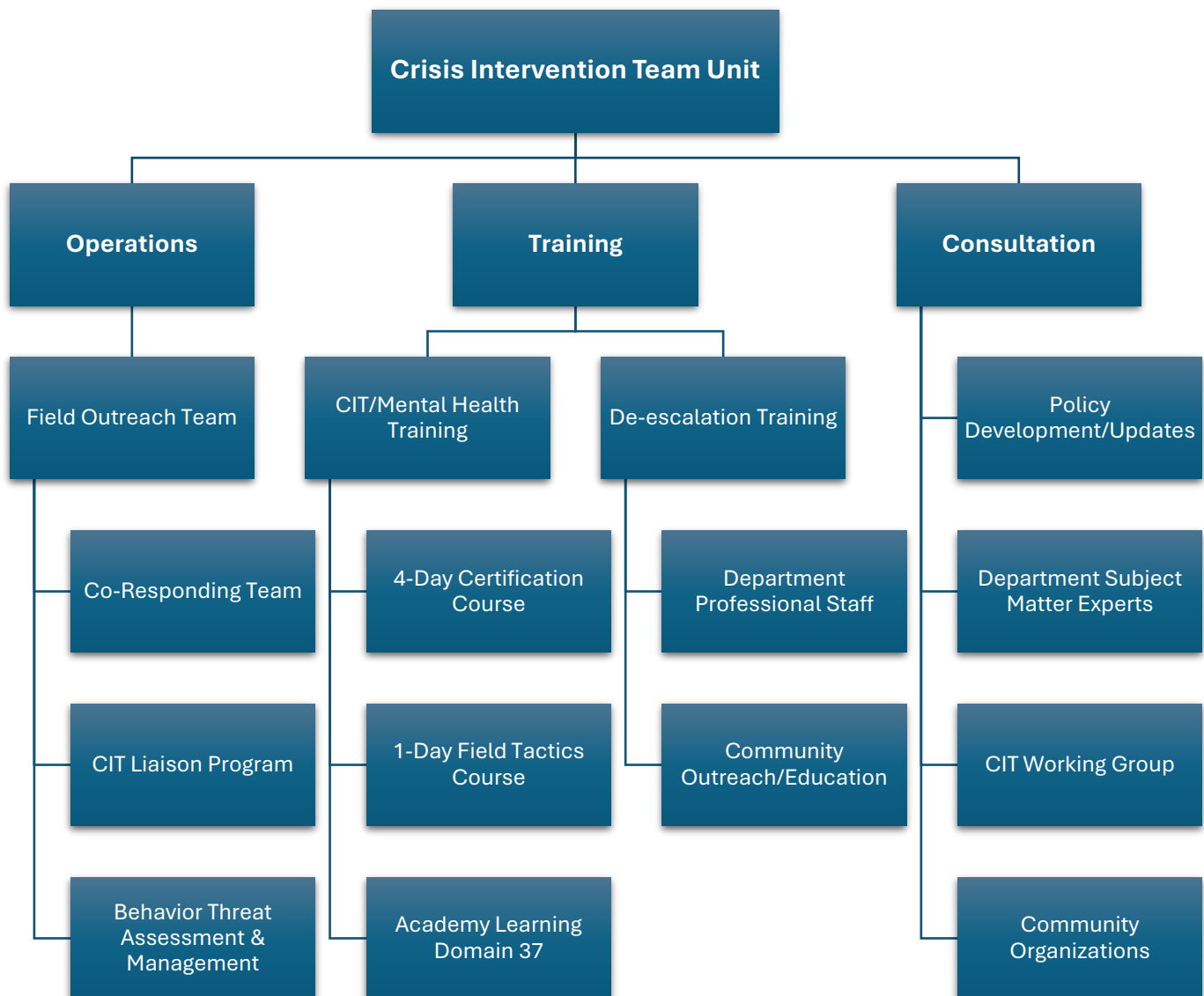


Expansion and Refinement

Following Lieutenant Molina's tenure, Lieutenant Laura Anderson continued to build upon the foundation, specifically focusing on the Co-responder model. She fostered deep relationships between the Department of Public Health Comprehensive Crisis Services (CCS) and the San Francisco Fire Department Street Crisis Response Team. Lieutenant Laura Anderson also strategically centralized the Unit by securing a base at Park Police Station, increased staffing from three to eight members, and successfully embedded a CCS clinician with the CIT Unit two days a week.

Upon Lieutenant Laura Anderson's departure at the end of 2022, Lieutenant Donald Anderson assumed command, continuing to enhance and improve operations. Leveraging his background in Crisis Negotiations, he has bridged the gap between standard CIT responses and high-risk Hostage/Crisis Negotiation Team callouts.

What started primarily as a few members focused on training has now become a comprehensive Unit providing training to department members and the community, executing a CIT Co-responder model, and managing Behavioral Health Threat Assessments.



CIT 2025: A Multitiered Operation

Today, the San Francisco Police Department remains at the forefront of modern policing through its advanced application of Crisis Intervention Training and de-escalation–based tactics. Central to this effort is the Crisis Intervention Team—a specialized unit of seven sworn officers, supported by a part-time clinician.

Despite its limited size, the CIT Unit operates as a multitiered hub, delivering impact across field operations, training, community engagement, and policy development. Its work directly influences officer safety, public safety outcomes, departmental culture, and interagency collaboration citywide.

Training Impact and Interagency Reach

The CIT Training Division has trained a substantial majority of SFPD sworn personnel:

- **72%** of sworn officers have completed the 4-day CIT Certification Course.
- **100%** of sworn officers have completed the 1-day CIT Field Tactics and De-escalation Course.



The Unit also provides crisis intervention and de-escalation training to a wide range of partner agencies, including:

- San Francisco Fire Department (EMS-6 and Street Crisis Response Team)
- RAMS – Richmond Area Multi Services
- San Francisco Sheriff’s Department
- San Francisco Park Rangers
- Department of Emergency Management
- Department of Public Health – Comprehensive Crisis Services
- Department of Police Accountability
- Adult Probation
- University of San Francisco Police Department
- UCSF Police Department
- Golden Gate Bridge Patrol



Highly Specialized Work Requires Exceptional Personnel

The Crisis Intervention Team has had a measurable and lasting influence on policy development, training standards, and operational culture within the San Francisco Police Department. Since the implementation of the CIT Field Tactics and De-escalation Course in 2017, the Department has experienced a sustained reduction in use-of-force incidents, reflecting the effectiveness of CIT-informed decision-making.

The Unit's expertise has been recognized at the state, national, and international levels:

- **2019:** Presenter, International Association of Chiefs of Police (IACP) Conference
- **2019:** Awarded for Excellence, California Peace Officers' Association
- **2020:** Presenter, California Association of Hostage Negotiators Northern Region Training
- **2021:** Presenter, California Association of Hostage Negotiators Conference
- **2022:** Presenter, International Force Science Conference
- **2025:** Presenter, CIT International Conference

The SFPD Crisis Intervention Team demonstrates how a focused, highly trained unit can shape departmental culture, enhance officer performance, and improve community outcomes. As a result, the San Francisco Police Department continues to be recognized as a national leader in crisis intervention best practices.



CIT 2025: Roles and Responsibilities

Despite a lean staffing level of seven sworn personnel and one part-time clinician, the Crisis Intervention Team (CIT) serves as a force multiplier for the entire Department. The Unit performs a wide range of critical, Department-wide responsibilities that bolster public safety, enhance officer safety, and deepen community trust.

Core Responsibilities

The CIT Unit's operations are divided into four strategic pillars:

1. Training and Education

The Unit ensures that crisis intervention principles are embedded at every stage of an officer's career, from recruitment to advanced specialization.

- **Delivering Department-wide training** for the 4-Day Crisis Intervention Certification Course and the 1-Day CIT Field Tactics and De-Escalation Course.
- **Conducting Basic Recruit Training** (12 hours) aligned with California POST Learning Domain 37 (Persons with Disabilities/Behavioral Health).
- **Serving as Subject Matter Experts** to the California Commission on Peace Officer Standards and Training (POST) for statewide initiatives.



2. Field Operations and Crisis Response

Beyond training, the CIT Unit is an active operational asset, deploying directly to complex incidents and supporting patrol officers.

- **Operating a co-responding model** with Department of Public Health (DPH) clinicians to conduct active and planned field contacts involving individuals in crisis.
- **Conducting strategic investigations** involving crisis subjects who require coordinated engagement and behavioral threat assessment.
- **Providing mental-health operational support** to all active Hostage/Crisis Negotiation Team callouts.
- **Providing immediate assistance** for sensitive or high-risk investigations involving individuals in crisis.
- **Preparing Behavioral Threat Assessments** for active incidents when applicable.



3. Coordination, Oversight, and Legal Compliance

The Unit acts as a central hub for legal compliance and inter-agency notification, ensuring that the Department adheres to both the letter and spirit of the law.

- **Reviewing all crisis-related notifications** submitted by SFPD personnel and coordinating appropriate responses.
- **Overseeing the CIT Liaison Program**, a proactive, patrol-based extension of the CIT Unit.
- **Notifying the Department of Justice** regarding all *Tarasoff*-related threats.
- **Reviewing and facilitating** the lawful release of firearms following the expiration of mental health prohibitions.
- **Facilitating public records requests** related to mental health detentions.
- **Interpreting legislative changes** and adapting training, policy, and operational practices accordingly.



4. Policy, Data, and Collaboration

To ensure continuous improvement, the Unit drives policy development and maintains robust relationships with community and agency partners.

- **Conducting internal data analysis** related to crisis incidents and training outcomes.
- **Preparing, revising, and updating** Department General Orders and policies.
- **Participating in interdisciplinary** and interdepartmental meetings.
- **Meeting regularly** with the CIT Working Group and community stakeholders.
- **Conducting multidisciplinary case conferences** with partner agencies.



CIT 2025: The Crisis Intervention Team Training

Training Initiatives, Practical Applications & Legal Updates

In 2025, the Crisis Intervention Team (CIT) Unit delivered a comprehensive and far-reaching training program that continues to set the standard for crisis response in San Francisco and across the state. The CIT training curriculum is purpose-built to strengthen officers' ability to respond to individuals experiencing mental health crises in a manner that is safe, lawful, effective, and compassionate.

Grounded in de-escalation, crisis assessment, tactical decision-making, and coordinated resource utilization, the program reinforces strong partnerships with mental health professionals and community-based service providers. Through immersive scenario-based training, expert instruction, and policy-driven education, participants develop practical, field-ready skills that reduce the need to use force, improve outcomes for individuals in crisis, and advance a collaborative, humane approach to public safety.



Structure of the Crisis Intervention Team Unit



The CIT Unit operates through four integrated components that ensure crisis-intervention principles are taught, reinforced, and consistently applied in the field:

1. **Training**
2. **Field Outreach**
3. **CIT Liaison Program**
4. **CIT Working Group**

Together, these components form a cohesive system linking training, operational response, policy development, and continuous improvement.

Crisis Intervention Training: A High-Value Investment

Throughout 2025, the CIT Program delivered POST-certified training designed to meet both operational demands and legal standards. Core offerings included:

- **4-Day Crisis Intervention Certification Course**
- **1-Day CIT Field Tactics and De-escalation Course**
- **POST Learning Domain 37 (Persons with Disabilities/Behavioral Health)**

To enhance accessibility and instructional effectiveness, CIT trainers implemented a hybrid training model. This combines remote learning for foundational instruction with in-person, scenario-based training focused on practical application. This blended approach ensures officers receive both conceptual grounding and hands-on experience, strengthening confidence, judgment, and performance during real-world crisis encounters.

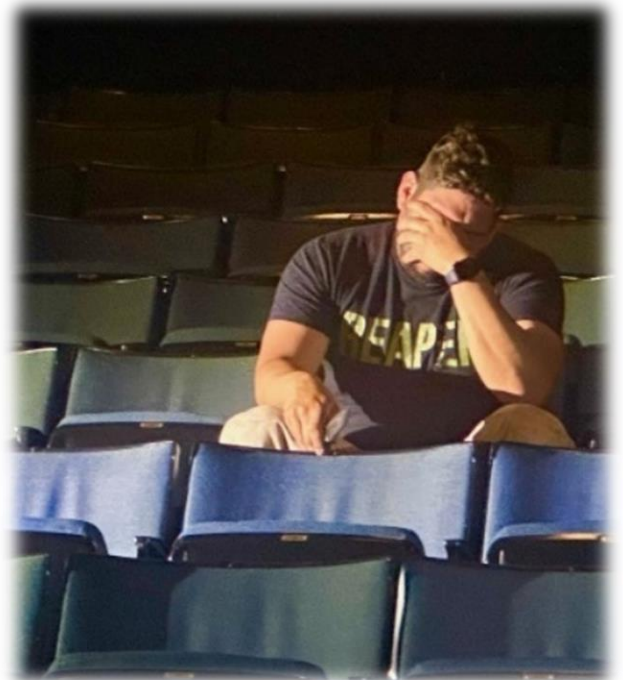
4-Day CIT Certification Course

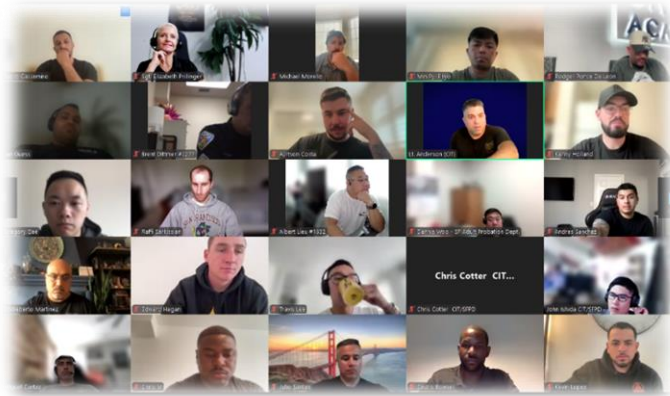
The CIT Certification Course features a robust, multidisciplinary curriculum delivered by highly qualified civilian instructors whose expertise spans formal academic instruction and powerful “lived experience” presentations. These presentations are provided by individuals with firsthand experience navigating mental illness and developmental disabilities, offering officers critical insight into the human impact of crisis response.

The CIT Unit partners closely with the National Alliance on Mental Illness (NAMI), Felton Institute (formerly SF Suicide Prevention), California State Council on Developmental Disabilities, and other leading community-based organizations. Several presenters speak candidly with officers about their personal histories and past interactions with law enforcement. These open and often difficult conversations are a cornerstone of the curriculum, fostering empathy, compassion, and a deeper understanding of how police actions are experienced by those in crisis.

Curriculum Highlights:

- Crisis de-escalation and communication
- Learning disabilities and autism spectrum disorders
- Signs and symptoms of mental illness
- Suicide prevention
- Trauma and post-traumatic stress disorder
- Veteran-specific behavioral health considerations
- Implicit bias
- Adolescent brain development
- Officer wellness and sleep health
- Legal authority and case law
- CIT team response models
- Lived-experienced perspectives





Training Delivery and Participation

In 2025, the CIT Unit scheduled six four-day CIT Certification Courses and successfully delivered five. (One course was canceled due to a scheduling conflict with the Juneteenth holiday).

Throughout the five courses completed, the CIT Unit certified a total of **90 participants**, including:

- **62** San Francisco Police Department members
- **28** members from partner agencies

Participating agencies included the San Francisco Sheriff’s Office, San Francisco Fire Department, Adult Probation, San Francisco State University, Golden Gate Bridge Patrol, and San Francisco RAMS. This diverse, multi-agency participation reflects the growing regional demand for CIT training and strengthens shared crisis-response capabilities across the City and County of San Francisco.

POST Audit and Certification Review

A significant milestone was achieved in 2025 when the SFPD four-day CIT Certification Course underwent a formal audit by the California Commission on Peace Officer Standards and Training (POST). A POST auditor attended the May 19–22 course session, with comprehensive support provided throughout the audit process by Lieutenant Laura Anderson, the former Officer-in-Charge of the CIT, who brings more than a decade of experience developing this course.

POST issued a comprehensive evaluation concluding that the course met all required standards and **exceeded expectations in multiple areas**. The course maintained its POST certification with only minor administrative recommendations identified, affirming the CIT Unit’s delivery of high-quality, forward-thinking training.

Acknowledgments: The Instructors Behind the Excellence

We extend our deepest gratitude to our instructors and presenters, whose expertise and commitment have made the 4-Day Certification Course invaluable to our officers and the community they serve.

Commander Jack Hart	Dr. Richard Patel
Dr. Gena Castro-Rodriguez	Emma Peat
Anne Fisher	Nick Rose
Sheraden Nicholau	Douglas Cyr
Dr. Shivika Dharamrup	Kimmera Wilson
Dr. Christopher Weaver	Jenna Ferrara
Dr. Joel Fay	Members from CIT Unit, CIT Liaison, Negotiation Team, and Tactical Team



Future Expansion

Building on this success, the CIT Unit plans to deliver nine four-day CIT Certification Courses in 2026. Notably, one course will be dedicated exclusively to the San Francisco Park Rangers at the request of their command staff. This expansion further broadens the reach of CIT principles across City agencies.

1-Day Field Tactics and De-escalation Training

Beyond certification courses, the CIT Unit delivered eleven 1-day Field Tactics and De-escalation trainings in 2025, primarily to recruit and lateral officers at the Academy. This course is structured around four core pillars:

1. **Policies and Procedures**
2. **Scene Management**
3. **The CIT Team Concept**
4. **Tactical De-escalation**

Officers receive practical instruction on managing complex crisis scenes, coordinating resources, ensuring safety, and applying de-escalation strategies in real time. A total of **142 members** completed this training, strengthening frontline readiness across the Department.

During the March Field Tactics training, a *CalMatters* reporter observed the course and interviewed Lieutenant Donald Anderson. The resulting coverage highlighted the Department's commitment to transparency, training excellence, and evidence-based responses to behavioral health-related calls.

External Agency Training

The CIT Unit's expertise also generated interest from outside agencies. In June, at the request of Chief Rick Schiff of the Livingston Police Department, CIT instructors traveled to Livingston to deliver the one-day Field Tactics training. Chief Schiff expressed strong appreciation for the opportunity to learn from SFPD's CIT model and praised the professionalism and instructional quality of the training team.



Best Practices Shared Across Departments

“Having SFPD’s Crisis Intervention Team come to Livingston and share their expertise was invaluable. Their training not only strengthens our officers’ ability to respond to individuals in crisis, but also reinforces our commitment to compassionate, community-focused policing.”

— **Captain Ric Schiff,**
Livingston Police Department

The partnership between the San Francisco Police Department and the Livingston Police Department reflects a broader shift in modern policing toward prioritizing crisis intervention, reducing the need for force, and strengthening community trust. This collaboration was particularly meaningful given that Livingston Police Chief Ric Schiff previously served as a Captain with the San Francisco Police Department. His decision to bring SFPD’s CIT training to Livingston demonstrates a shared commitment to progressive policing practices and increased mental health awareness.

“Providing this training to Livingston PD highlights the critical role of interagency collaboration in addressing mental health crises. Our goal is to ensure officers have the tools and confidence needed to resolve these encounters safely, effectively, and with compassion.”

— **Lieutenant Donald Anderson,**
San Francisco Police Department

POST Academy Instruction – Learning Domain 37

The CIT Unit delivered POST Learning Domain 37 (Mental Health) instruction to three recruit classes in 2025. This foundational curriculum equips peace officers with critical knowledge and skills, including:

- Recognizing signs and symptoms of mental illness
- Understanding legal authorities
- Applying effective communication and de-escalation techniques
- Assessing risk factors
- Collaborating with mental health professionals



Scenario-Based Learning

Scenario-based training remains a cornerstone of the CIT curriculum. These high-fidelity role-play exercises are deliberately designed to mirror the complexity, uncertainty, and emotional intensity of real-world crisis encounters. Within these scenarios, officers actively practice and refine communication under stress, crisis negotiation principles, tactical patience, coordinated team response, and lawful decision-making.

By operating in a controlled yet realistic environment, participants demonstrate their ability to manage stress and apply CIT principles to stabilize situations involving individuals in crisis.



CIT Training: Statistics and Data

The CIT Unit remains highly active across multiple training domains, ensuring that crisis-intervention principles are embedded at every stage of an officer’s professional development.

Core training platforms include:

- **The 4-Day CIT Certification Course**
- **The 1-Day De-escalation and Field Tactics Course**
- **POST Basic Academy Curriculum** (Learning Domain 37 - 12 hours)

The following data summarizes training activity and completion rates for the 4-day and 1-day CIT courses delivered during the reporting period.

San Francisco Police Department - Crisis Intervention Team Training

As of 12/22/2025

	Total Sworn	1-Day CIT Field Tactics Course			4-Day Crisis Intervention Team Course			
		Trained	Non-Sworn	1-Day Course	Certified	Not Certified	Non-Sworn	4-Day Course
Metro Division:	325	325		100%	235	90	0	72%
Central Station	107	107		100%	80	27		75%
Southern Station	118	118		100%	76	42		64%
Northern Station	100	100		100%	79	21		79%
Golden Gate Division:	390	391	1	100%	314	76	0	81%
Bayview Station	93	93		100%	71	22		76%
Park Station	65	65		100%	50	15		77%
Richmond Station	70	71	1	100%	58	12		83%
Ingleside Station	87	87		100%	69	18		79%
Taraval Station	75	75		100%	66	9		88%
Mid-City Division:	316	319	3	100%	231	85	0	73%
Mission Station	110	112	2	100%	76	34		69%
Tenderloin Station	110	110		100%	86	24		78%
DMACC	96	97	1	100%	69	27		72%
District Stations:	935	938	3	100%	711	224	0	76%
Airport Bureau:	100	130	30	100%	105	15	20	85%
Airport Traffic	15	16	1	100%	22	3	10	80%
Airport Administration	11	12	1	100%	9	3	1	73%
Airport Field Operations	74	102	28	100%	74	9	9	88%
Specialized Assignments:	875	1011	106	100%	650	291	46	69%
Total:	1810	1949	139	100%	1361	515	66	72%

72% of SFPD Sworn Personnel are CIT certified with the 4-Day CIT Course.

100% of SFPD Sworn Personnel are trained in the 1-day CIT Field Tactics Course.

In **2026**, The CIT Unit is committed to training **9 Classes** specifically for the 4-day CIT Certification Course.

Interagency and Community Training

Throughout the year, the CIT Unit provided specialized training to internal groups, including newly promoted Captains, Lieutenants, Sergeants, Ambassador Members, Police Service Aids, Community Police Academy participants, ALERT members, and PAL Cadets. These sessions provided critical updates and refreshers for members getting promoted to new ranks, ensuring collaboration with other internal partners.

From March through May, the CIT Unit partnered with the San Francisco Fire Department’s **Street Crisis Response Team (SCRT)** to deliver roll-call training across all district stations. These sessions clarified roles, deployment criteria, and shared responsibilities, significantly strengthening interagency coordination.

In addition, the Unit delivered de-escalation and crisis-response training to numerous external partners, including:

- UCSF Staff
- Department of Public Works
- Meals on Wheels
- Muttville Staff
- Palace of Fine Arts Security
- SFO Staff
- Progress Foundation & RAMS
- PG&E

Notable Accomplishments

- **March 10:** Interviewed by *CalMatters* highlighting CIT training.
- **Media Feature:** Interviewed by *Police.One* magazine for a series on Women In Law Enforcement, focusing on Crisis Intervention and Negotiations.

Professional Engagement and National Recognition

The CIT Unit remained actively engaged with academic and professional partners. Presentations included UC Law San Francisco and the SFFD Community Paramedicine Academy, highlighting real-world crisis response and the importance of multidisciplinary collaboration.

Lieutenant Donald Anderson and SFFD Assistant Deputy Chief April Sloan jointly presented on the CIT and SCRT models at multiple professional forums, including the Emergency Medical Services Medical Directors Association of California and the California Department of Justice.

Most notably, Lieutenant Anderson and Sergeant Elizabeth Prillinger were invited to present an SFPD case study at the **2025 CIT International Conference**. The presentation detailed a high-risk incident in which officers made the deliberate decision to disengage rather than force immediate resolution—a decision that ultimately saved a life. This case resonated strongly with a national audience and reinforced San Francisco’s leadership in disciplined, compassionate crisis response.

Summary

The 2025 CIT training program reflects a mature, evidence-based approach to crisis response—one that prioritizes de-escalation, professionalism, and interagency collaboration. Training remains a core mission of the CIT Unit and is foundational to the Department’s ability to respond to behavioral-health crises safely, lawfully, and with dignity.

CIT 2025: Crisis Intervention Team Policy Development

Modernizing the Framework for Crisis Response

Policy oversight is a core function of the CIT Unit. The team maintains stewardship over five critical Department General Orders (DGOs) that guide how officers interact with vulnerable populations:

- **DGO 5.21:** The Crisis Intervention Team (CIT) Response to Person in Crisis Calls for Service
 - **DGO 5.24:** Disengagement Procedures
 - **DGO 6.06:** *Tarasoff* Incidents (Duty to Warn)
 - **DGO 6.14:** Psychological Evaluation of Adults
 - **DGO 7.02:** Psychological Evaluation of Juveniles
-

2025 Achievement: Updating DGO 6.14

A major achievement in 2025 was the successful update of **DGO 6.14 – Psychological Evaluation of Adults**, led by Lieutenant Donald Anderson.

Effective May 2025, the revised policy emphasizes the **decriminalization of mental health disorders** and the reduction of stigma. The updated order explicitly prioritizes diversion programs, resource connection, and alternatives to arrest whenever appropriate, aligning departmental policy with modern best practices in public health.

The Path Forward: Addressing Aging Policies

Building on the momentum of DGO 6.14, the CIT Unit has identified three additional General Orders that require urgent modernization to reflect the evolution of the Crisis Intervention Team:

1. **DGO 6.06 (Tarasoff Incidents):** Currently ~30 years old.
2. **DGO 7.02 (Juveniles):** Currently ~20 years old and operationally inaccurate.
3. **DGO 5.21 (CIT Response):** Approximately 10 years old; requires updates to match the current CIT Unit structure.

Current Status: Lt. Anderson and the CIT Unit have already drafted updated versions of DGO 5.21, DGO 6.06, and DGO 7.02. Formal requests have been submitted to the chain of command to initiate the update process. The Policy Development Division Manager has indicated that these policies are listed for the annual review cycle and will be processed accordingly.

Proactive Guidance and Legal Updates

While formal policy updates proceed through the review cycle, the CIT Unit remains proactive in addressing immediate needs.

- **Department Notices:** Lt. Anderson has generated several Department Notices to provide immediate, interim guidance to members regarding procedural improvements.
 - **Case Law Interpretation:** The CIT Unit collaborates closely with the **Field Tactics Force Options Unit**. When major case law updates affect officer/departments liability or tactics, the CIT Unit ensures that members receive timely, clear guidance to prevent confusion in the field.
-

CIT 2025: The Co-Responder Model

CIT Field Unit & DPH Comprehensive Crisis Services Partnership

Throughout 2025, the Crisis Intervention Team continued to strengthen its operational partnership with the **Department of Public Health (DPH) Comprehensive Crisis Services (CCS)** program. This collaboration supports coordinated responses to individuals experiencing behavioral health crises, particularly incidents involving elevated risk or public safety concerns.

How the Model Works

CIT Field Unit officers respond alongside CCS clinicians during encounters requiring enhanced safety planning, de-escalation expertise, and law enforcement presence. This integrated response model allows clinicians and sworn personnel to operate collaboratively, balancing clinical engagement with scene safety and risk management.

- **DPH Role:** Comprehensive Crisis Services provides established infrastructure for assessment, treatment linkage, and follow-up care.
- **CIT Role:** Efforts are enhanced by CIT officers trained in crisis intervention, de-escalation, negotiation, and safety protocols.

Together, clinicians and officers function as a **hybrid crisis response team** with shared operational understanding.



Scene Safety as a Guiding Principle

Scene safety remains paramount—for persons in crisis, clinicians, first responders, and the public.

Prior to planned field engagements, CIT officers and CCS clinicians jointly develop a safety plan. This structured planning framework supports adaptive decision-making and promotes safety in dynamic and unpredictable environments.

Additionally, DPH Crisis Specialists can respond directly to police incidents, ensuring timely clinical intervention and continuity of care. During incidents requiring activation of the Hostage/Crisis Negotiation Team, CIT officers coordinate with DPH specialists on scene to support stabilization and facilitate appropriate clinical follow-up.

Clinical Integration Highlight

In 2025, Dr. Shivika Dharamrup was assigned to the CIT program, providing consistent clinical support and strengthening coordination between DPH and SFPD operations. Her involvement enhanced clinical integration and supported informed decision-making during complex and high-risk engagements.

CIT 2025: Hostage/Crisis Negotiation Team (H/CNT)

Unified Leadership and Operational Impact

The 2025 reporting year marked a period of strategic alignment for the Department, characterized most significantly by the unified leadership of the Crisis Intervention Team (CIT) and the Hostage/Crisis Negotiation Team (H/CNT). In June, a leadership transition strengthened both units, enhancing the Department's overall crisis response capabilities.



Leadership Transition & Training

Lieutenant Donald Anderson, a member of H/CNT since 2014, was invited to attend the prestigious **FBI National Crisis Negotiation Course** at the FBI Academy in Quantico, Virginia. During this intensive two-week program, Lieutenant Anderson trained alongside FBI negotiators and elite professionals from local, state, federal, and international agencies.

Upon his return, he was appointed Officer-in-Charge of H/CNT, assuming unified leadership over both H/CNT and the Crisis Intervention Team.



Operational Impact: The CIT-H/CNT Nexus

This alignment has proven highly impactful because the prevalence of "crisis" dominates H/CNT activations. There is a direct nexus between the two units:

- **Personnel Integration:** Five of the seven CIT Unit members are active hostage/crisis negotiators.
- **Real-time Intelligence:** When H/CNT is activated, CIT members can immediately access relevant mental health histories through established DPH partnerships.
- **Shared Foundation:** Negotiation skills—specifically active listening and rapport building—provide the foundation for all crisis engagement.

Case Example: Integrated Response Saves a Life



The value of this unified approach was powerfully illustrated in October 2025.

The Incident: The San Francisco State University Police Department (SFSU PD) responded to a report of an individual sitting on a fifth-story ledge of a campus building. The subject, a student who had recently lost his job at UCSF, was fixated on the ground below and refused to communicate with initial responders. Recognizing the gravity of the situation, SFSU PD requested assistance from the SFPD Hostage/Crisis Negotiation Team.

Tactical Restraint: Upon arrival, H/CNT assessed the volatile scene. At one point, a suggestion was made to physically grab the student from the ledge. Lieutenant Donald Anderson, serving as the on-scene negotiation commander, advised against this high-risk maneuver, recognizing it could startle the subject and result in a fatal fall.

The Negotiation: Once the team was established, Officer Nick Zerga—an H/CNT negotiator and member of the CIT Unit—assumed the lead. Using a calm, empathetic approach, Officer Zerga built rapport, confirming that the student felt a profound lack of purpose and identified as being on the autism spectrum. By validating the subject's emotions and carefully guiding the conversation, Officer Zerga successfully persuaded the student to climb back over the ledge to safety.

The Follow-Up: The intervention did not end at the scene. The following day, Lieutenant Anderson coordinated with **Sheraden Nicholau**, Deputy Director of the California State Council on Developmental Disabilities. Ms. Nicholau made direct contact with the subject, who accepted services and expressed deep gratitude, later stating:

"SFPD was great. SFPD was actually great. Nick, from SFPD was really great!"

This incident exemplifies how unified leadership, disciplined decision-making, and empathy-driven tactics save lives while building community trust.

2025 H/CNT Activation Data



In 2025, H/CNT was activated for a total of **39 callouts**. The data underscores the vital importance of integrating negotiation tactics with crisis intervention:

- **Crime-related only:** 7 incidents
- **Crisis-only incidents:** 7 incidents
- **Combination (Crime & Crisis):** 17 incidents

Significance: In total, **72%** of H/CNT callouts included a significant mental health or crisis component.

Historical Trends: A Return to Stability

The 39 callouts in 2025 represent a slight decrease from 2024 (50 callouts) and indicate a return to pre-pandemic "normalcy."

- **Pandemic Spike:** Between 2020 and 2022, callouts spiked (78, 80, and 89 respectively) due to increased mental health-related calls for service.
- **Current Stabilization:** The 2025 volume closely mirrors 2019 statistics (40 callouts), suggesting a stabilization in the acuity of crisis incidents requiring negotiation.

Outcomes and Resolutions



The effectiveness of this collaborative model is evident in the resolution data. Of the 39 callouts:

- **Peaceful Surrender:** 16 incidents (41%).
- **Strategic Disengagement:** 7 incidents (18%).
Note: These are highlighted incidents where the CIT Unit conducted specific follow-up strategies after disengagement.
- **Resolved Prior to Contact:** 7 incidents (18%).
- **Involved Use of Force (Tactical Resolution):** 7 incidents (18%).
Note: These incidents presented safety concerns significant enough to require tactical engagement.
- **Self-Inflicted Injuries:** 2 incidents (5%).



Summary

The consolidation of CIT and H/CNT under unified leadership has strengthened collaboration, improved operational efficiency, and enhanced outcomes in high-risk incidents. The 2025 data clearly reflects the value of an integrated approach—one that prioritizes de-escalation, informed decision-making, and coordinated follow-up while maintaining the Department's commitment to public and officer safety.

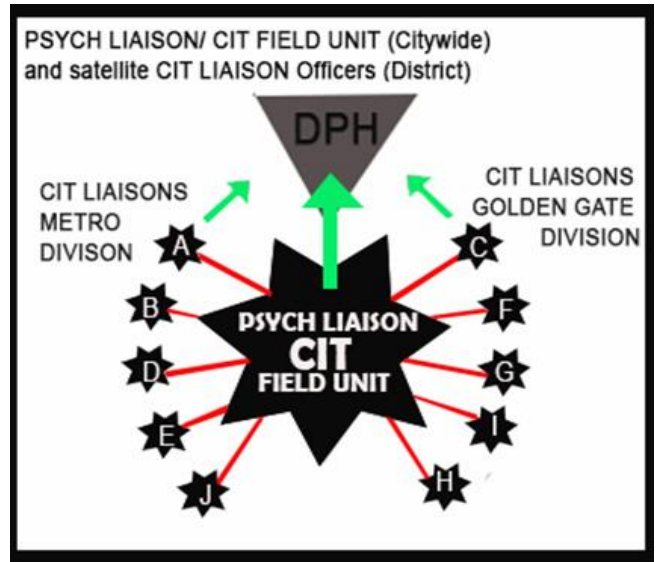
CIT 2025: The CIT Liaison Program

Strengthening District-Level Response

The CIT Liaison Program maximizes the Department’s ability to identify and engage individuals who present a danger to themselves or others, or who demonstrate behaviors indicative of a mental health crisis. It is the goal of the CIT Unit to fortify this important program, and as of this report, **all position vacancies have been filled** by credentialed officers well-versed in CIT principles.

Program Mandate and Structure

As per Department General Order (DGO 5.21), all ten District Stations throughout San Francisco are required to have designated **CIT Liaison Officers**.



This position is a vital ancillary role rooted directly in patrol operations. By embedding specialists within district stations, the Department ensures that the larger goals of Crisis Intervention are facilitated by those with the most direct, daily experience responding to local incidents. This structure allows the central CIT Unit to quickly learn about high-priority subjects and emerging district-specific trends.

2025 District Station CIT Liaison Officers

District Station	Liaison Officers
Central Station	Off. Stephen Collins, Off. George Raymond
Southern Station	Sgt. Brian Kneuker, Off. Edcel Suarez
Bayview Station	Sgt. Joaquin Borromeo, Off. Eric Eastlund
Mission Station	Off. Justin Dombkowski, Off. Nathalie Peraza
Northern Station	Off. Derek Brown, Off. Malia Dudum
Park Station	Off. Stan Bratchikov, Off. Vaughn Lewis
Richmond Station	Off. Anna Cuthbertson, Off. Chris Mansfield
Ingleside Station	Off. Anthony Bautista, Off. Tim Watts
Taraval Station	Sgt. Pavel Khmarskiy, Off. Matthew Hewitson
Tenderloin Station	Sgt. George Luedtke, Off. Hillary King





Roles and Responsibilities

The CIT Liaison Officer serves as a bridge between the central CIT Unit, district patrol, and community resources. Key responsibilities include:

- **Maintain District Intelligence:** Develop a working knowledge of high-priority subjects, frequent areas of concern, and available district-specific resources.
- **Subject Matter Expertise:** Maintain proficiency in CIT Field Tactics, intervention strategies, General Orders (DGO 5.21), and best practices. All Liaisons must hold 4-Day CIT Certification.
- **Training & Debriefing:** Facilitate station-level training and conduct informal debriefings with personnel following complex crisis incidents.
- **Strategic Notifications:** Immediately notify the CIT Unit regarding higher-risk subjects (e.g., those involving weapons or a history of violence) and document intervention activity.
- **Interagency Coordination:** Contact **Comprehensive Crisis Services (DPH)** to coordinate outreach and share critical information regarding subject history, firearm prohibitions, and medical needs.
- **Communication Loop:** Serve as the primary point of contact for the CIT Unit regarding district issues and respond to communications in a timely manner.
- **Field Support:** Provide on-scene support for CIT field visits when feasible.



CIT 2025: Behavioral Threat Assessment and Management (BTAM)

Moving from Reaction to Prevention

The Crisis Intervention Team has adopted a proactive and informed approach to **Behavioral Threat Assessment and Management (BTAM)**, a critical tool for violence prevention. Under the thoughtful program development of Lieutenant Donald Anderson, Sergeant Elizabeth Prillinger, and Officer John Ishida, the BTAM framework has grown into a vital capability within the San Francisco Police Department.

The Operational Necessity of BTAM

In a contemporary world defined by complex security challenges, law enforcement must be capable of deterring targeted violence and potential mass casualty incidents. BTAM has become an essential part of modern policing, particularly in urban environments where officers regularly encounter individuals in crisis who may pose a danger to themselves or the community.



How BTAM Differs from Traditional Policing: Unlike traditional investigative approaches, which typically respond *after* a crime has occurred, BTAM focuses on identifying patterns of escalating behavior *before* violence happens. Through structured analysis, case monitoring, and collaborative intervention, BTAM allows law enforcement to:

- Interrupt the pathway to violence.
- Connect individuals to appropriate services.
- Protect public safety in a proactive, prevention-driven manner.

2025 Training Initiatives

In 2025, the CIT Unit prioritized advanced training to fortify this capability. Lieutenant Anderson facilitated comprehensive BTAM training through the **Northern California Regional Intelligence Center (NCRIC)** for the entire CIT Unit. The curriculum, presented by Kevin Smith of Smith Strategics, included specific modules on:

- *Preventing Mass Casualty Incidents*
- *Advanced Behavioral Threat Assessment*



Recognizing that threat recognition begins at the district level, Lieutenant Anderson subsequently facilitated this same curriculum for all members of the **CIT Liaison Program**. This essential training equips frontline officers with the skills to recognize warning signs that a subject may be on a "pathway to violence," ensuring early intervention.

Operational Success and Leadership

The CIT Unit's vision for BTAM balances public safety responsibilities with compassion, precision, and behavioral-science-informed decision-making. Throughout 2025, CIT triaged numerous significant incidents using threshold behavioral threat assessments and management strategies.

Day to day, the success of this nuanced work is carried forward by dedicated practitioners like CIT Officer John Ishida. His meticulous case management, calm professionalism, and deep understanding of crisis behavior have made him an anchor of the BTAM mission. Officer Ishida's ability to engage subjects respectfully while accurately identifying violence risk factors has directly contributed to preventing harm and stabilizing some of the City's most challenging cases.



Summary

As crisis calls continue to rise, Behavioral Threat Assessment and Management stands as one of the most forward-leaning tools available to law enforcement. It reflects the belief that safety is not only about responding to incidents but also about anticipating them. Through the ongoing work of the CIT Unit—and the dedication of personnel like Lieutenant Anderson, Sergeant Prillinger, and Officer Ishida—San Francisco continues to advance a model of policing rooted in critical thinking, prevention, and multi-agency partnerships.

CIT 2025 Highlight: SFPD Presents at Annual CIT International Conference

In 2025, the San Francisco Police Department's Crisis Intervention Team (CIT) Unit was selected to deliver an original presentation at the **CIT International Conference** in Anaheim, California. This prestigious event convenes crisis response professionals from across the globe to examine emerging research, operational strategies, and innovations in behavioral crisis response.

Presentation Focus: Strategic Disengagement

The SFPD presentation, delivered by Lieutenant Donald Anderson and Sergeant Elizabeth Prillinger, centered on the operational concept of **'Disengagement'** as a deliberate, strategic de-escalation tool.

Using a detailed case study of a complex, real-world incident, the presentation demonstrated how measured disengagement—when paired with tactical coordination, clinical partnership, and strategic re-engagement—can reduce escalation, create critical time, and improve safety outcomes. The featured incident was successfully resolved through the coordinated efforts of patrol officers, Tactical units, Hostage Negotiation Team members, CIT personnel, and co-responder clinicians.

Theoretical Framework

The presentation incorporated the **"Thought, Emotion, & Behavior" (TEB) model** developed by John Azar-Dickens, PhD. This cognitive-behavioral framework provided attendees with a method for assessing de-escalation efficacy and identifying potential **Suicide-by-Cop** indicators.

By integrating this analytical approach, the SFPD demonstrated the importance of emotional regulation, behavioral interpretation, and disciplined decision-making under stress. The session emphasized that effective crisis response often requires multiple phases of engagement rather than immediate resolution.

Summary

The opportunity to present at an international forum reflects SFPD's continued commitment to advancing crisis response through collaboration, innovation, and continuous improvement. The case analysis demonstrated how leadership, tactical patience, and interagency coordination can avert tragedy while defining future best practices for the profession.



CIT 2025 Highlight: SFPD Recognizes Excellence in Crisis Intervention

The Annual CIT Awards Ceremony



In May 2015, the San Francisco Police Department inaugurated its first Crisis Intervention Team (CIT) Awards Ceremony, establishing a formal tradition of recognizing members who demonstrate exceptional skill in applying CIT principles. These awards honor individuals who resolve complex, high-risk incidents through safety-focused decision-making, effective de-escalation, and compassionate engagement—often achieving peaceful outcomes with minimal or no use of force.



Building on this legacy, on **Wednesday, May 28, 2025**, the Department hosted its Annual CIT Awards Ceremony. The event celebrated officers, first responders, and public servants whose actions exemplified the highest standards of life preservation.

The ceremony showcased five significant incidents from 2024, each reflecting extraordinary professionalism and tactical restraint.



Incident Summary #1: Northern Station

Awardees: Officer Stephen Hom, Officer Lars Nelson, and Officer Christopher Prescott

The Scenario: On January 10, 2024, officers responded to a volatile person-in-crisis call. A subject, armed with large meat cleavers and protected by two unsecured pit bulls, had barricaded herself inside a unit, throwing glassware and debris at responders.

The Action: Officers Nelson and Prescott maintained calm, deliberate communication despite the constant threat. Approximately 40 minutes into the standoff, Officer Hom arrived and shifted the trajectory of the encounter. By addressing the subject's specific concerns about her dogs and offering meaningful assistance, he established rapport where previous efforts had failed.



The Resolution: After 70 minutes of patient engagement, the subject voluntarily relinquished her weapons and secured her dogs. She was safely detained without injury and transported for evaluation. Clinical social workers later commended the officers for their exceptional restraint and respect for the subject's dignity.

Incident Summary #2: Central Station

Awardee: Sergeant Antonio Santos



The Scenario: On the evening of January 29, 2024, a distressed subject approached the Union Square Apple Store, soaked in gasoline and holding a lighter, shouting at bystanders. The threat of self-harm or a mass casualty event was imminent.

The Action: Sergeant Santos quickly assumed control, clearing the area while recognizing the subject was in acute crisis. Despite the extreme danger, he focused on the individual rather than the chaos. Using active listening and empathy, he worked to redirect the subject away from anger and toward the possibility of help.

The Resolution: After ten minutes of sustained engagement, the subject voluntarily surrendered the lighter. Overcome with emotion, he was safely detained without injury. Sergeant Santos' composure under pressure prevented a potential tragedy in one of the City's busiest districts.

Incident Summary #3: Ingleside Station

Awardees: Officer Mark Lustenberger (SFPD), Officer Timothy Watts (SFPD), Asst. Deputy Chief April Sloan (SFFD), Paramedic Scott Patterson (SFFD), EMT Samantha Sabatelli (SFFD), and Dr. Shivika Dharamrup (DPH/CCS).



The Scenario: A multi-agency team responded to a complex request from the City Attorney's Office regarding a resident living in hazardous conditions. Previous attempts at voluntary compliance had failed, necessitating a coordinated response to execute a building inspection warrant while prioritizing compassion.

The Action: Officers Watts and Lustenberger made initial contact during a narrow window, immediately slowing the encounter to reduce anxiety. Dr. Dharamrup provided on-scene clinical assessment at the doorway, supported by SFFD medical personnel standing ready.

The Resolution: Through seamless collaboration, the subject voluntarily exited her home and was compassionately evaluated. This incident exemplifies the power of interagency coordination, transforming a potentially volatile enforcement action into a life-preserving intervention.

Incident Summary #4: Richmond Station

Awardees: Sergeant Eric Mahoney (SFPD), Officer Thomas Anderson (SFPD), Officer Tommie Bartley (SFPD), Officer Timothy Macaulay (SFPD), Officer Carson McKenzie (SFPD), and SFFD/DPH partners.



The Scenario: For nearly a year, a Richmond District resident fueled by paranoia had terrorized neighbors, brandishing weapons and charging into the street. Repeated low-level interventions had failed to break the cycle.

The Action: Refusing to accept the status quo, Sergeant Eric Mahoney led a months-long effort to design a comprehensive solution. He convened community meetings and coordinated with SFFD, DPH, and Veterans Affairs. On February 27, 2024, when the subject exited her residence with a cattle prod, officers executed a pre-planned, controlled detention.

The Resolution: The subject was safely detained without injury and immediately received on-scene medical and mental health evaluations. Sgt. Mahoney's persistence restored safety to the neighborhood and redirected a life from crisis toward recovery.

Incident Summary #5: Taraval Station

Awardees: Sergeant Nathan Lim, Sergeant Shante Williams, Officer Andrea Acosta, Officer Calvin Douglas, Officer Jacob Menis, and Officer Simon Wong.



The Scenario: Officers responded to a subject holding a loaded firearm to his head, expressing a desire for "suicide by cop." The risk was extreme as the subject chambered a round during phone contact.

The Action: Officer Wong built rapport under immense pressure, eventually convincing the subject to hand the phone to a third party. When the subject announced he would exit the apartment armed, Sergeant Lim assumed tactical command. As the subject emerged with a firearm visible, the team used precise communication and discipline rather than immediate force.

The Resolution: Officers safely detained the subject without injury. This incident stands as a powerful example of how empathy, combined with sound tactical leadership, can transform a moment of imminent tragedy into a life-saving outcome.

CIT Leadership & Legacy Award

The Department also recognized **Retired Lieutenant Mario Molina** with the CIT Leadership & Legacy Award.

Lieutenant Molina's vision fundamentally transformed crisis response in San Francisco. Under his guidance:

- **Use-of-force incidents declined by 68%.**
- **Pointing of firearms dropped by 80%.**
- **San Francisco achieved 18 consecutive months without an officer-involved shooting.**

He created the first CIT Field Unit and forged the groundbreaking partnership with the Department of Public Health. His legacy endures in every safe resolution achieved by the officers he helped train.



Looking Ahead

The CIT Awards Ceremony highlights the exceptional work of members within the San Francisco Police Department and first responders from partner agencies. We are honored to sustain this tradition of excellence.



Save the Date:

**The next CIT Awards Ceremony will be held on
Wednesday, May 27, 2026.**

CIT 2025 Highlight: The SFFD Street Crisis Response Team (SCRT) Celebrates 5-Year Anniversary



On December 1, 2025, the San Francisco Fire Department celebrated the 5-Year Anniversary of the **Street Crisis Response Team (SCRT)**. SFFD Assistant Deputy Chief April Sloan, a pioneering member of the unit since its inception, presented an overview of SCRT’s purpose and its enduring value in aiding vulnerable populations.

Given the critical nature of this work, the SFPD Crisis Intervention Team has supported SCRT since its beginning, both conceptually and operationally. Lieutenant Donald Anderson and Sergeant Elizabeth Prillinger attended the anniversary ceremony alongside representatives from City Hall, the Department of Public Health (DPH), and various service providers to honor this milestone.

Operational Evolution (2020–2025)

San Francisco implemented several non-police response teams for Non-Criminal calls in 2020. The operational structure of the SCRT has been modified several times to meet the City's evolving needs. While the current model no longer includes a clinician, SCRT teams are now comprised of community paramedics and certified Peer Counselors, who are specifically trained in trauma-informed care, substance use issues, and behavioral conditions.



Since 2023, the SCRT has broadened its scope to respond to **housed crisis subjects**, and in 2025, the team continued to field an increasing number of calls that would have traditionally required law enforcement engagement.

Distinct Lanes, Shared Mission

The Crisis Intervention Team recognizes the tremendous purpose behind non-police response to crisis. However, this alternate model does not diminish the need for highly trained police officers conversant in crisis intervention, field tactics, and de-escalation.

Delineation of Duties:

- **SCRT:** Responds to non-violent, behavioral health, and medical needs.
- **SFPD:** Remains at the forefront of crisis intervention for incidents involving **violence, weapons, or imminent danger to self or others**.

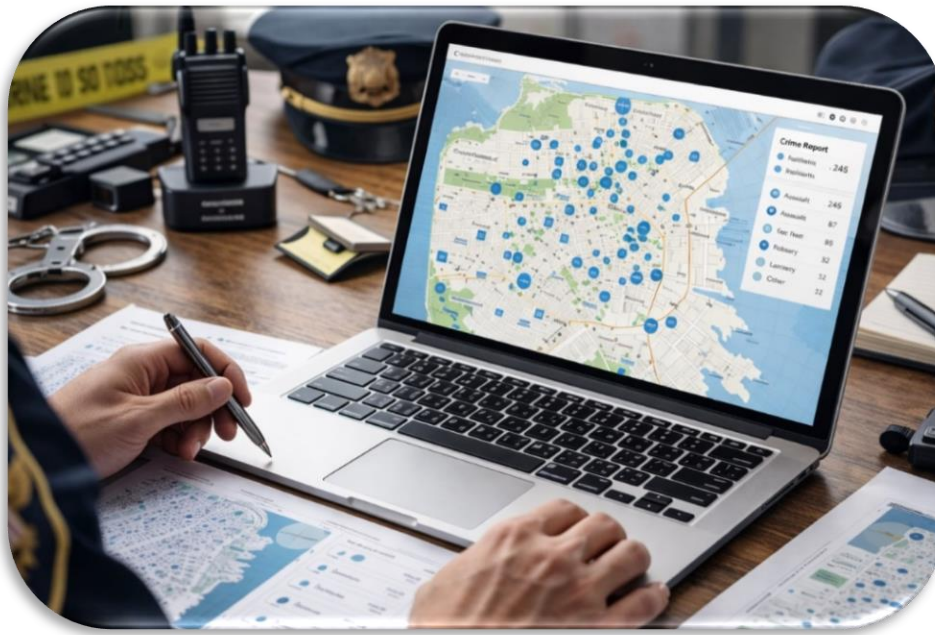
The Department supports the success and expansion of non-police response teams and is grateful for their commitment. However, we cannot expect clinicians, civilians, or unarmed first responders to manage incidents involving known dangers. SFPD officers remain the necessary responders for high-risk crises, ensuring that safety is maintained while connecting subjects to the appropriate care.

CIT 2025: Crisis Intervention Throughout San Francisco

Analytical Consideration of Data

Crisis intervention operates in a complex environment that is often difficult to quantify. While many incidents are resolved in the acute setting, individuals frequently require continued services and long-term support. Recognizing this, the CIT Unit prioritizes data collection to identify trends, evaluate practices, and inform future strategies.

The CIT Unit captures aggregate data from multiple systems, including **Benchmark** and the **Crime Data Warehouse (CDW)**. A dedicated CIT Dashboard integrates these sources, allowing for comprehensive analysis across incidents, outcomes, and operational metrics.



Volume of Crisis-Related Calls

In 2025, SFPD responded to **24,286 calls for service requiring crisis-intervention skills**, closely mirroring 2024 totals (24,510), indicating stable system demand.

Breakdown of Call Types:

- **8,497 CIT-Specific Calls:**
 - Mental Health Detention (5150)
 - Mentally Disturbed Person (800) & Crisis Response (800CR)
 - Suicidal Person (801) & Crisis Response (801CR)
 - Juvenile Beyond Control (806)
- **15,789 Well-Being Checks (910):** Initiated by concerned family members or observers.

Final Call Type	2025				
	Q1	Q2	Q3	Q4	YTD Total
5150	38	44	33	16	131
800	1,070	1,014	1,168	940	4,192
800CR	6	6	4	5	21
801	977	1,003	1,027	962	3,969
801CR		1	2	3	6
806	42	48	41	47	178
TOTAL:	2,133	2,116	2,275	1,973	8,497

Final Call Type	2025				
	Q1	Q2	Q3	Q4	YTD Total
910	3,487	3,820	4,245	4,237	15,789

2025 Annual by Quarter, January 1 – December 31, 2025

**CIT Related Calls by Final Call Type, Priority Code & On View Status
January 1 - December 31, 2025**

Final Call Type	Priority Code	On View Status	0				TOTAL
			Q1	Q2	Q3	Q4	
5150	A	Dispatched	2	2		1	5
		Self-Initiated	1				1
	B	Dispatched	22	32	29	11	94
		Self-Initiated	13	10	4	4	31
5150 Total			38	44	33	16	131
800	A	Dispatched	840	803	926	756	3,325
		Self-Initiated	1	2	6		9
	B	Dispatched	76	57	60	59	252
		Self-Initiated	141	144	161	113	559
	C	Dispatched	5	2	3	1	11
	I	Dispatched	7	5	12	11	35
Self-Initiated			1			1	
800 Total			1,070	1,014	1,168	940	4,192
800CR	A	Dispatched	6	6	4	5	21
800CR Total			6	6	4	5	21
801	A	Dispatched	967	990	1,021	949	3,927
		Self-Initiated	6	5	5	5	21
	B	Dispatched		3			3
	I	Dispatched	4	5	1	8	18
801 Total			977	1,003	1,027	962	3,969
801CR	A	Dispatched		1	2	3	6
801CR Total				1	2	3	6
806	A	Dispatched	27	29	23	29	108
	B	Dispatched	14	16	18	16	64
		Self-Initiated	1	3		1	5
	C	Dispatched				1	1
806 Total			42	48	41	47	178
910	A	Dispatched	1,463	1,526	1,604	1,583	6,176
		Self-Initiated		1			1
	B	Dispatched	1,696	1,913	2,219	2,281	8,109
		Self-Initiated	320	370	408	365	1,463
	C	Dispatched	3	2	4	2	11
	I	Dispatched	5	8	9	6	28
Self-Initiated				1		1	
910 Total			3,487	3,820	4,245	4,237	15,789
GRAND TOTAL:			5,620	5,936	6,520	6,210	24,286

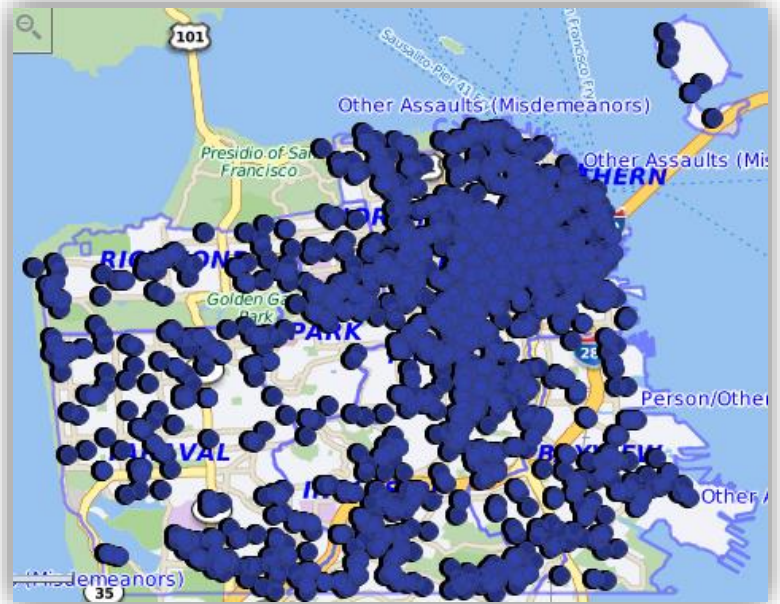
Mental Health Detentions – 2025 Overview

In 2025, the San Francisco Police Department conducted **1,791 mental health detentions (5150 W&I)**, a slight decrease from 1,896 in 2024.

Geographic Distribution

Detentions were concentrated in the downtown core—including Upper Market, Tenderloin, and Union Square—where crisis behaviors frequently intersect with public space and homelessness.

Golden Gate Division districts (Richmond and Taraval) also recorded notable activity; however, these incidents more commonly involved housed individuals experiencing psychiatric decompensation in private residences.



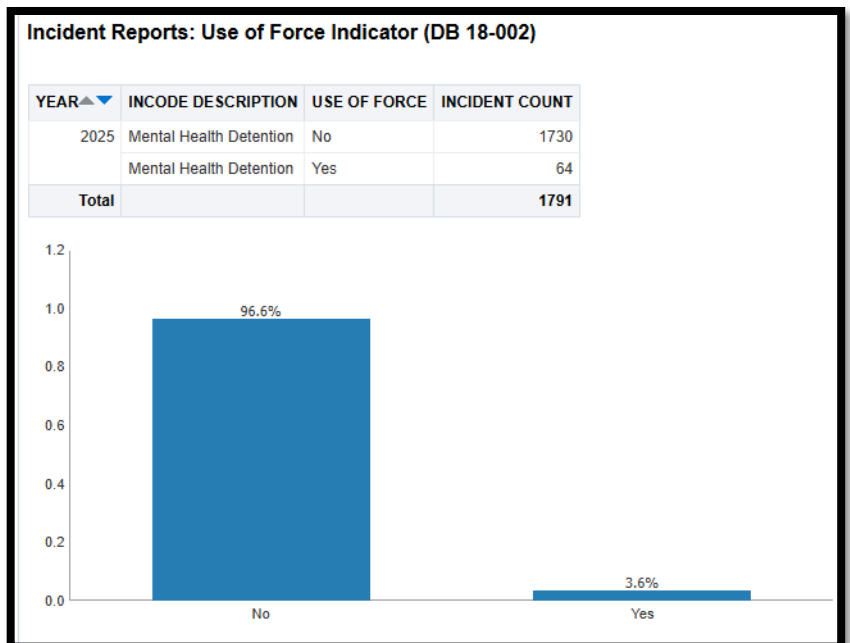
This map of San Francisco covers the geographic breadth of incidents resulting in mental health evaluations in 2025.

Use of Force in Crisis-Related Incidents

Of the 24,286 crisis-related calls in 2025, the SFPD placed 1,791 individuals on a mental health hold. Of those total encounters, there were only **69 incidents** where force was used. (Note: This reflects 64 incidents extracted from the CDW, plus 5 additional incidents documented in Benchmark).

This data demonstrates that 99.997% of all crisis-related calls in 2025 were resolved without any use of force by SFPD officers.

Put differently, only about 3 out of every 100,000 crisis encounters involved any level of force—underscoring that force is an exceptionally rare outcome in crisis response.



Core Findings:

- **99.997%** of all crisis-related calls were resolved without force.
- **96.1%** of mental health detentions (5150 holds) were resolved without force.
- **3.9%** of mental health detentions involved some form of use of force.

Mental health detention is, by definition, involuntary and may require officers to exert physical control when individuals are resistive, non-compliant, or present an imminent safety risk. Even within this higher-risk subset of calls, force remains rare.

Crisis Intervention Interpretation

Indicator of a Strong De-Escalation Culture:

A non-force rate exceeding 99.997% across behavioral-health calls reflects a deeply embedded de-escalation culture. Officers consistently demonstrate:

- Verbal engagement and rapport-building
- Tactical patience
- Scene containment prioritizing safety
- Stabilization over coercion

These outcomes align with best practices drawn from crisis negotiation, procedural justice, and emotionally intelligent policing.

Appropriate Use — Not Over-Reliance

A small, measurable use-of-force category is expected in crisis work. Individuals detained under §5150 criteria have demonstrated:

- Danger to self
- Danger to others
- Grave disability

Force incidents typically involve:

- Active assaultive behavior
- Ongoing suicide attempts
- Weapon access
- Severe loss of behavioral control

From a behavioral threat perspective, these represent acute escalation points where safety must temporarily override dialogue.

A 3.9% force rate reflects:

- High de-escalation success
- Low reliance on coercion
- Alignment between training, policy, and field execution

A near-zero rate would be unrealistic; a 10–15% rate would signal systemic failure. Current outcomes fall squarely within a healthy operational range.

Leadership and Operational Implications

Validation of CIT and Negotiation Training

The data affirms the effectiveness of CIT and crisis-negotiation training, particularly in the context of:

- Increasing behavioral-health acuity
- Heightened public scrutiny
- Sustained call volume

Strategic Review Value

The 69 force cases represent critical learning opportunities for:

- Identifying recurring risk factors
- Refining scenario-based training
- Strengthening preparation for volatile encounters

These incidents reflect limits of de-escalation feasibility—not failure.

Transparency

These metrics support:

- Community reporting
- Oversight review
- Policy evaluation
- Demonstration of alignment with modern policing standards

The data shows clearly: crisis response in San Francisco is overwhelmingly resolved through communication, containment, and care.

Mental Health Hold Dispositions and Diversion Outcomes

Count of Mental Health Detention by Person Type

2025	Q1	Q2	Q3	Q4	Total
BOOKED	11	13	10	8	42
CITED	17	17	17	17	68

Of 1,791 mental health holds:

- **Booked:** 42
- **Cited:** 68

93.9% of individuals were directed to treatment or services rather than the criminal justice system.

While some criminal charges are unavoidable, diversion remains the dominant outcome. This reflects a stabilization-first model focused on connection to care.

Department-Wide CIT Data Collection

In partnership with the Technology Division, CIT implemented department-wide crisis-data tracking within CDW beginning May 13, 2025. Standardized reporting fields now capture:

- 5150 criteria
- Transportation method
- Receiving hospital
- Officer hospital time

Although operational for 7.5 months in 2025, the system captured 1,163 qualifying incidents—providing reliable insight into broader annual trends.

Reason for 5150 W&I Hold (May–December 2025)

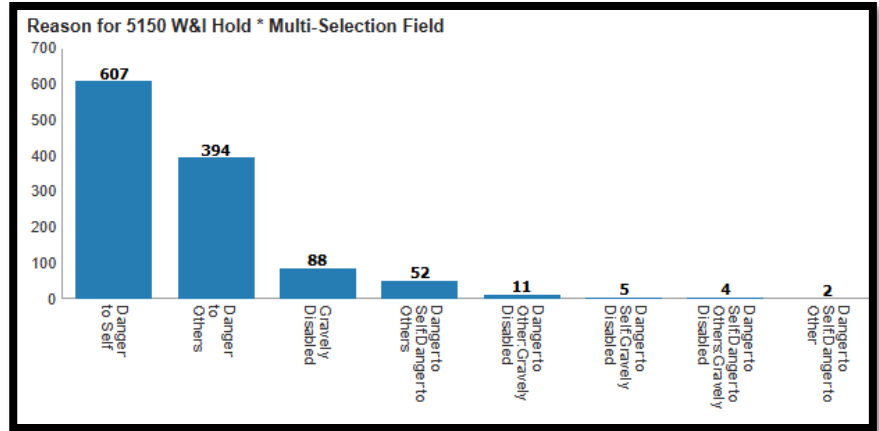
Total Captured: 1,161

- Danger to Self: 607
- Danger to Others: 394
- Gravely Disabled: 88

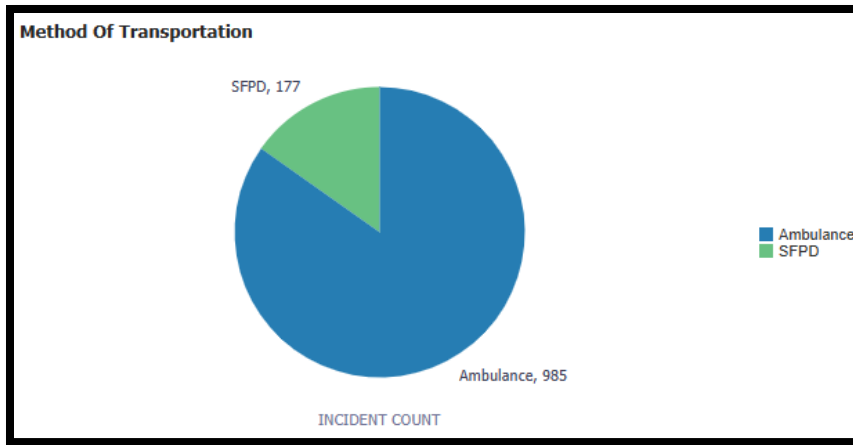
Over 90% were initiated due to imminent safety threats.

Operational Significance

The 5150 system functions as a **risk-interruption mechanism**, not a default social-services gateway. Most activations occur at moments of acute escalation.



Method of Transportation for 5150 Holds (May–December 2025)



Transportation:

- Ambulance: 985
- SFPD Patrol Vehicle: 177

Over 80% of transportation was conducted by ambulance.

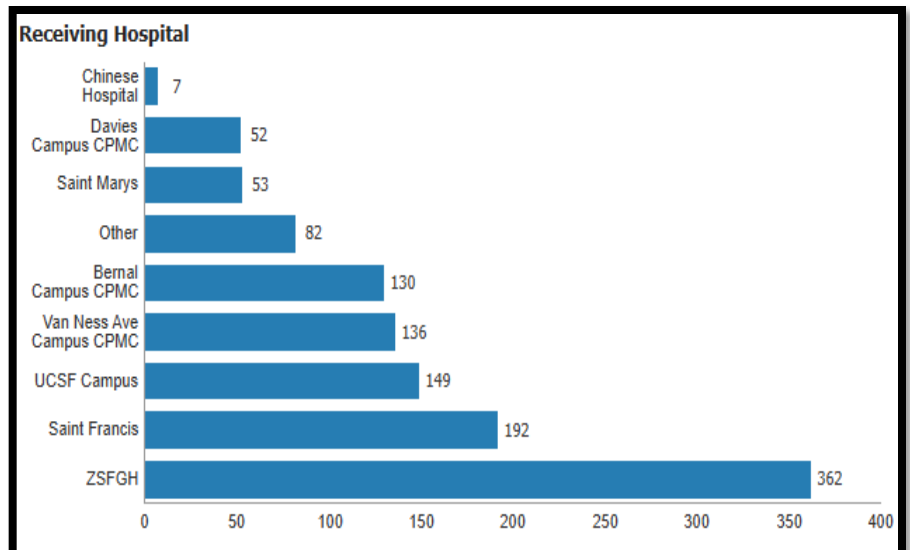
This reflects a deliberate shift toward a medicalized, non-custodial crisis model—reducing stigma and reinforcing behavioral health as a medical issue.

Receiving Hospital for 5150 Evaluations (May–December 2025)

Distribution of 5150 evaluations:

- Zuckerberg San Francisco General Hospital: 362
- Saint Francis Memorial Hospital: 194
- UCSF Medical Center: 149
- CPMC Van Ness Campus: 136
- CPMC Bernal Campus: 130

ZSFGH receives the largest share due to its role as the City’s primary psychiatric emergency facility. Hospital selection is clinically determined by EMS based on capacity and medical appropriateness.



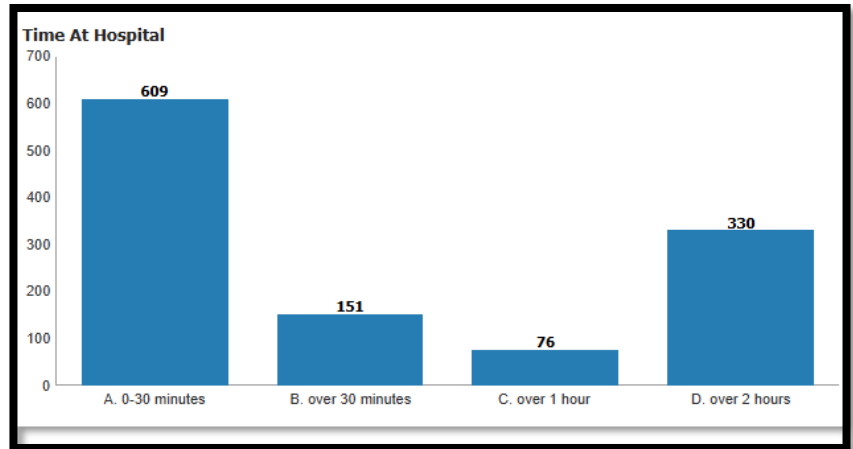
Officers' Time at Hospital for 5150 Holds (May–December 2025)

Time at Hospital:

- 0–30 minutes: 609
- Over 30 minutes: 151
- Over 1 hour: 76
- Over 2 hours: 330

While most transfers clear quickly, a meaningful subset requires multi-hour commitments, removing officers from patrol during peak demand.

Hospital throughput remains a significant operational leverage point for system efficiency.



Benchmark Data System: Mental Health–Related Use of Force Analysis

Data Source: Benchmark Data System

Reporting Period: January 1, 2025 – December 31, 2025

The Benchmark Data System identified **50 mental health–related incidents** in 2025 that met the threshold for reportable Use of Force (UOF) by personnel of the San Francisco Police Department. Because a single incident may involve multiple force applications, these 50 incidents generated **85 distinct UOF entries**.

For comparison, the Crime Data Warehouse (CDW) reported 69 mental health–related Use of Force incidents during the same period. A reconciliation between systems determined:

- Some incidents appeared in CDW but not in Benchmark due to case-disposition coding differences.
- Other incidents were excluded from Benchmark because they did not meet that system’s reportable UOF criteria.

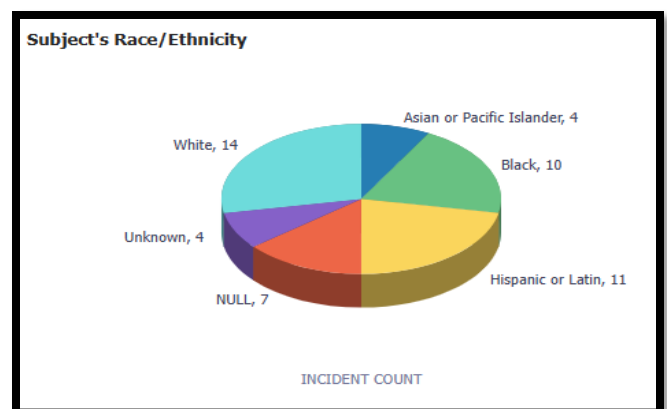
The analysis below focuses on the **50 Benchmark-identified incidents**, examining demographic patterns and operational context to better understand the circumstances surrounding force in mental health–related encounters.

Subject Race and Ethnicity

What the Data Shows

Among the 50 incidents:

- White: 14
- Hispanic or Latino: 11
- Black: 10
- Asian or Pacific Islander: 4
- Unknown: 4
- NULL / Not Recorded: 7



(NULL indicates information was not obtained or was not discernible at the time of the incident.)

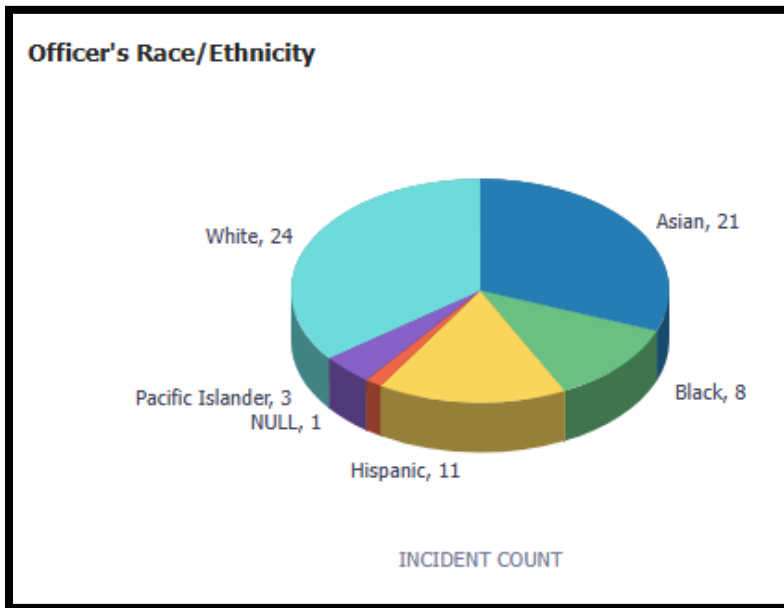
Analytical Context

This dataset is descriptive rather than explanatory. It reflects how race and ethnicity were recorded in this subset of incidents and does not indicate behavioral rates, risk levels, or officer action by group. The presence of “Unknown” and “NULL” entries also highlights inherent data-collection limitations during dynamic crisis events.

Key Takeaway

No single racial or ethnic group disproportionately dominates this dataset. Mental health–related use of force reflects a citywide public safety and healthcare challenge rather than one concentrated within a specific community.

Officer Race and Ethnicity



What the Data Shows

Officers involved in the 49 incidents were recorded as:

- White: 24
- Asian: 21
- Hispanic: 11
- Black: 8
- Pacific Islander: 3
- NULL / Not Recorded: 1

Analytical Context

This distribution reflects workforce composition, district assignments, and exposure rates—not differences in conduct or decision-making. It should not be interpreted as causal or performance-related.

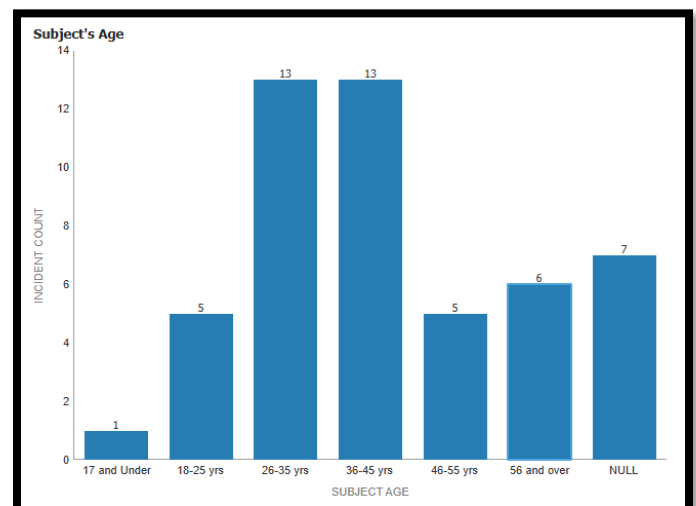
Key Takeaway

Officer demographic representation in UOF incidents mirrors structural deployment patterns and provides a participation snapshot, not an indicator of bias.

Subject Age

What the Data Shows

- Ages 26–35: 13
- Ages 36–45: 13
- Ages 56 and over: 6
- Ages 46–55: 5
- Ages 18–25: 5
- Juveniles (17 and under): 1
- NULL / Not Recorded: 6



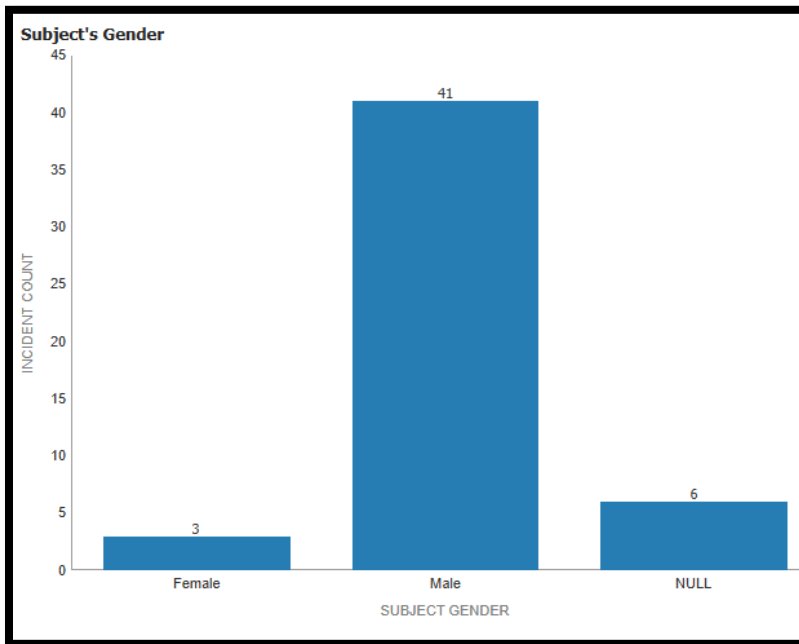
Analytical Context

Incidents are concentrated among working-age adults (26–45). This aligns with the age range in which severe mental illness, substance-related crises, and acute psychosocial stressors most frequently result in emergency police response.

Key Takeaway

Crisis intervention resources should remain primarily oriented toward adult populations, where operational demand and system impact are greatest.

Subject Gender



What the Data Shows

- Male: 41
 - Female: 3
 - NULL / Not Recorded: 6
- Over 80% of mental health–related UOF incidents involved male subjects.

Analytical Context

This mirrors broader crisis-response patterns. Males are more likely to present in ways that lead to emergency intervention and safety-driven containment. This does not suggest higher prevalence of mental illness, but rather differences in crisis expression and behavioral escalation.

Key Takeaway

Mental health–related force incidents are predominantly associated with male crisis presentation, reinforcing the need for engagement strategies responsive to behavioral escalation patterns.

Reason for Use of Force

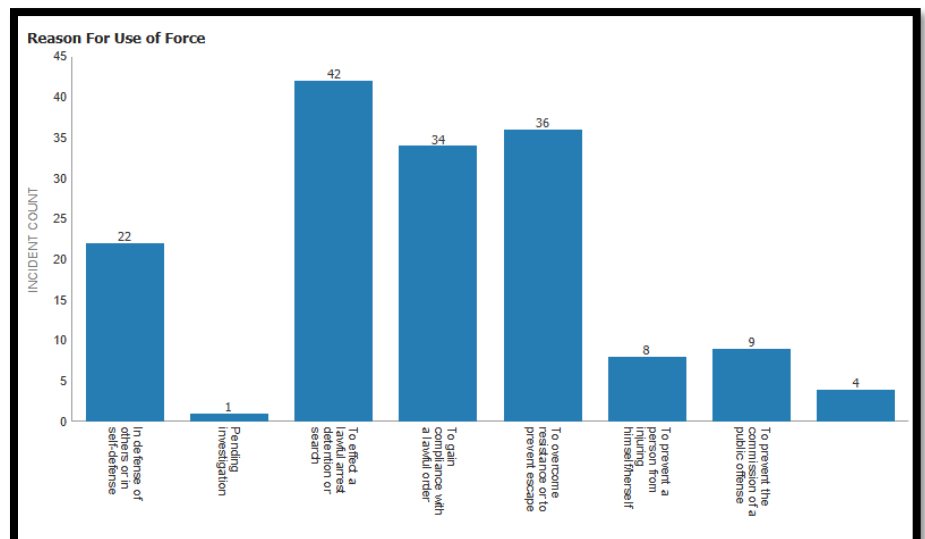
What the Data Shows

The most common reasons recorded:

- Effecting a lawful arrest, detention, or search: 42
- Overcoming resistance or preventing escape: 36
- Gaining compliance with a lawful order: 34

Less frequent reasons included:

- Defense of self or others: 22
- Preventing a public offense: 9
- Preventing self-harm: 8



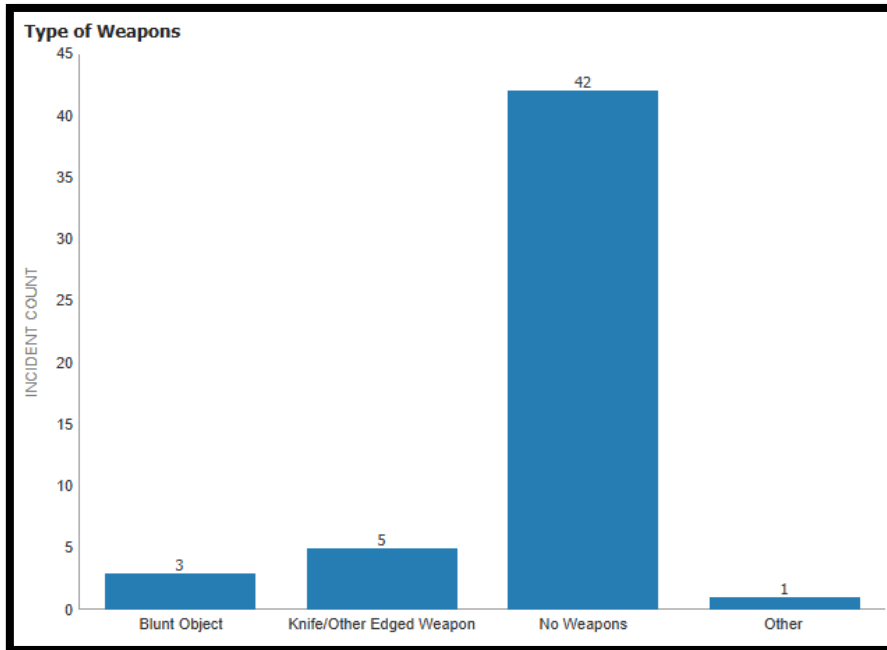
Operational Interpretation

Force in mental health–related encounters is most often applied to manage resistance and safely effect custody—not in response to criminal intent or predatory violence. The primary objective is stabilization and transition to care.

Key Takeaway

Use of force in mental health contexts is procedural and containment-oriented, focused on safe resolution rather than punishment.

Weapon Presence



What the Data Shows

- No weapon present: 42
- Knife or edged weapon: 5
- Blunt object: 3
- Other items: 1

Operational Interpretation

While most subjects were unarmed, many exhibited assaultive behavior, active resistance, or credible threats. In these cases, force decisions were driven by behavioral risk rather than weapon presence alone.

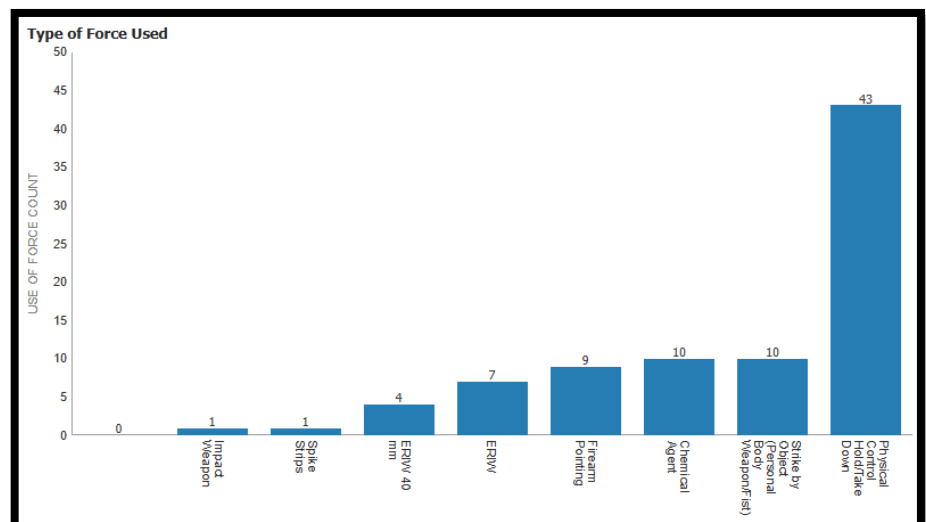
Key Takeaway

Mental health–related force is typically a response to imminent unsafe behavior—not simply the presence of a weapon.

Type of Force Used

What the Data Shows

- Physical control / takedowns: 43
- ERIW (including 40mm): 11
- Strike by object or personal weapon: 10
- Chemical agent: 10
- Firearm pointing: 9
- Other tools (impact weapon, spike strips): rare



Operational Interpretation

The data reflects a strong preference for lower-level, hands-on containment strategies. Higher-level tools were used selectively and within structured safety doctrine.

ERIW deployments require lethal cover by policy, which explains firearm-pointing entries recorded concurrently. These entries reflect procedural safeguards—not escalation.

Key Takeaway

Force used in mental health incidents is primarily control-based and resolution-focused, applied within layered safety protocols.

High Users of Psychiatric Emergency Services

Redacted graphs identify individuals who experienced four or more mental health detentions within a 12-month period.

2025 High User List (redacted)

LAST NAME, FIRST NAME	INCIDENT COUNT ▲▼
UNKNOWN,UNKNOWN	15
DOE,JANE	10
DOE,JOHN	9
[REDACTED]	6
[REDACTED]	5
[REDACTED]	4
[REDACTED]	4
[REDACTED]	4
[REDACTED]	4
[REDACTED]	4
[REDACTED]	4
[REDACTED]	4
[REDACTED]	4
[REDACTED]	4
[REDACTED]	4

2024 High User List (redacted)

INCIDENT COUNT ▲▼	LAST NAME, FIRST NAME
21	[REDACTED]
18	[REDACTED]
16	[REDACTED]
12	[REDACTED]
11	[REDACTED]
9	[REDACTED]
8	[REDACTED]
7	[REDACTED]
7	[REDACTED]
6	[REDACTED]
5	[REDACTED]
5	[REDACTED]
5	[REDACTED]
5	[REDACTED]
4	[REDACTED]
4	[REDACTED]
4	[REDACTED]
4	[REDACTED]
4	[REDACTED]
4	[REDACTED]
4	[REDACTED]
4	[REDACTED]

Key Observations

- Repeat utilization remains present but shows improvement.
- 2025 reflects a substantial reduction in individuals requiring six or more detentions compared to 2024.

Strategic Interpretation

This reduction suggests stronger follow-up, improved engagement strategies, and enhanced interagency coordination—consistent with CIT’s proactive intervention model.

Strategic Conclusion

The 2025 Benchmark data reinforces several critical findings:

- Mental health–related use of force remains rare and tightly contained.
- When force occurs, it is procedural, safety-driven, and resolution-oriented.
- CIT training and tactical principles meaningfully influence officer decision-making.

Collectively, the 2025 CIT dataset reflects a mature and disciplined crisis-response system characterized by:

- Exceptionally low force utilization
- Strong diversion-to-treatment outcomes
- A medicalized transport model
- Risk-driven 5150 activation
- Data-informed leadership

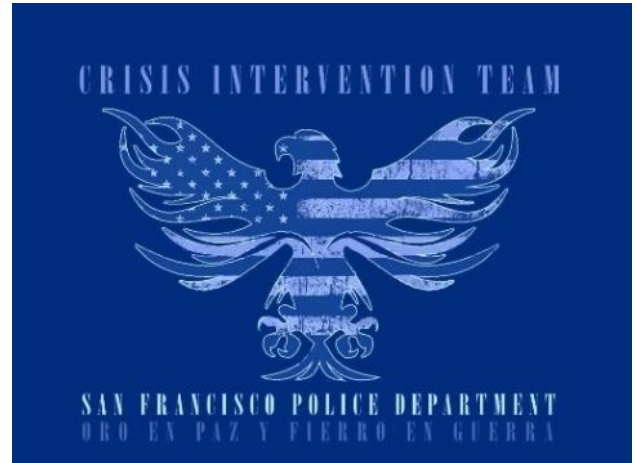
Crisis response in San Francisco continues to prioritize stabilization over control, dignity over dominance, and safety over speed. Force remains rare, targeted, and situational—reinforcing the Department’s commitment to humane, effective, and accountable crisis intervention.

CIT 2025: Resolutions & Violence Prevention

Real-World Impact: Measuring the "Unseen"

The following summaries reflect actual, dynamic incidents from 2025 that demonstrate the highly effective work of CIT-trained officers. As a department, our goal is clear: to safely engage individuals in crisis, mitigate harm, and prevent further acts of violence.

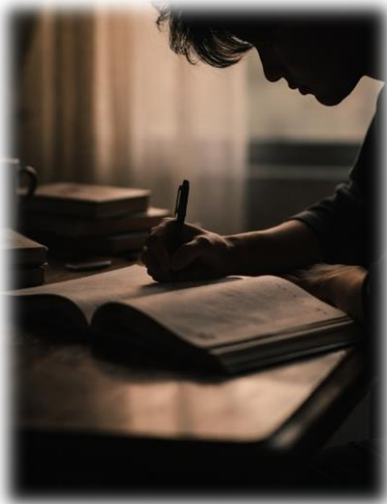
These examples represent the daily reality of officers who demonstrate compassion, respect, and tactical skill under pressure. However, crisis intervention presents a unique measurement challenge: **How do we quantify what did not happen?**



How do we measure the value of a life saved—a suicide deterred, a mass-casualty event prevented, a recovery supported, or a tragedy averted?

While these outcomes resist simple statistical capture, they represent the true impact of the Crisis Intervention Team.

Intercepting a Pathway to Violence



The Situation: The incident began as a referral from the **Special Investigations Division (SID)**. A student had made threats of targeted violence against a school. While the actions did not yet rise to the level of a criminal offense, investigators recognized the potential for escalation and requested assistance from CIT members trained in **Behavioral Threat Assessment and Management (BTAM)**.

The Intervention: CIT members immediately initiated intelligence gathering to build a threat assessment profile. This included:

- Interviews with school staff, parents, and witnesses.
- Analysis of digital footprints (chat rooms) and physical evidence (textbook inscriptions).

The assessment indicated a **moderate threat level**, necessitating immediate intervention. CIT consulted with a child psychologist from **Comprehensive Crisis Services (CCS)**. Together, they conducted field outreach to determine the credibility of the threat and established a safety plan.

The Resolution: The intervention successfully diverted the student from the pathway to violence. By creating barriers to harm and connecting the student with mental health resources, the immediate danger was neutralized. The CIT Unit maintains a positive relationship with the family through periodic check-ins. To date, the student is doing well, with no further indications of violence or suicidal ideation.

Coordinated Response for Vulnerable Residents

The Situation: The City Attorney's Office requested CIT support to execute a Building Inspection Search Warrant for a resident living in hazardous conditions. This was a complex case involving hoarding and despair; two prior attempts to resolve the situation had been unsuccessful.

The Intervention: Prior to execution, the CIT Unit conducted extensive background research, preparing a comprehensive operational plan. A multi-agency task force was assembled at Taraval Station for a pre-operation briefing, including:

- San Francisco Police Department (CIT & Taraval Station)
- San Francisco Fire Department (SFFD)
- Department of Public Works (DPW)
- City Attorney's Office
- DPH Comprehensive Crisis Services (CCS)
- Adult Protective Services (APS)



The Resolution: Upon entry, the team confirmed the premises were uninhabitable, and city officials red-tagged the building. More importantly, the subject was evaluated and determined to meet the criteria for a **5150 W&I hold** due to extreme psychiatric concerns. The subject was safely detained and transported for care. This operation demonstrated the necessity of interagency collaboration in addressing complex, high-risk housing and mental health situations.

Preventing Workplace Violence

The Situation: CIT received a report regarding an individual recently suspended from a major local medical facility. Following the suspension, the facility began receiving bizarre, threatening voicemails believed to be from the subject. Staff were alarmed and feared potential workplace violence.

The Intervention: CIT and Patrol officers worked to build rapport with the subject, eventually securing an agreement to meet at a neutral location. A records check revealed the subject owned **two firearms**, significantly elevating the risk profile.

During the interview, officers determined the subject met the criteria for a **5150 W&I hold** (Danger to Self/Others) and safely detained him for transport to a hospital. Simultaneously, CIT members obtained a **Gun Violence Restraining Order (GVRO)**.

The Resolution: The subject was served with the GVRO, and his firearms were secured. By moving quickly from report to rapport-building and legal intervention, CIT members likely prevented a violent workplace incident before it could begin.



Managing High-Acuity Psychosis



The Situation: Officers responded to a physical altercation between a mother and daughter. The mother reported that her daughter, who suffers from a major mental health disorder, had relapsed and become violent. When the mother attempted to check on her, the daughter barricaded the door, pulled her mother's hair, and struck her.

The Standoff: The situation escalated quickly. The subject began screaming disjointed statements, punched out a window, threw items onto the street, and flooded her apartment to the point that water leaked into the unit below.

- **Initial Response:** Officers attempted to reason with the subject without success.
- **Negotiation:** The **Hostage/Crisis Negotiation Team (H/CNT)** was activated. After several hours of attempted communication with a non-responsive subject, the decision was made to **disengage** and attempt re-engagement when the subject was less manic, per DGO 5.24.

The Re-Engagement: CIT was requested to conduct follow-up. A CIT team, accompanied by a DPH clinician, returned to the scene. The subject had resumed throwing items from her third-floor window. Developing a new plan with the mother, the CIT team and clinician approached the apartment.

The Resolution: Despite the cluttered, barricaded hallway, officers established a dialogue. Suddenly, the subject opened the door and charged the officers. She was safely taken to the ground and detained.

- **Outcomes:** A DPH psychologist placed her on a mental health detention (Gravely Disabled/Danger to Others).
- **Officer Restraint:** During transport, the subject remained combative, spitting blood at officers and biting a paramedic's finger, causing injury. Despite this assault, officers and paramedics exercised immense restraint, focusing on safely transporting a clearly deranged individual to the emergency room.

This three-day ordeal highlights the ethos of CIT: integrating patience, collaboration, and restraint to reach a resolution without tragedy, even when responders face physical harm.

The Commitment to Follow-Up

The CIT Field Unit conducts follow-up and field visits on hundreds of reported incidents every year. Every crisis is unique, and every circumstance requires thoughtful, individualized consideration.

The shared goal of the SFPD CIT Unit is simple yet vital: **to connect people to services and preserve the safety of the public throughout San Francisco.**

CIT 2025: Meet the San Francisco Police Department's Crisis Intervention Team

The CIT Field Unit is a specialized, multidisciplinary team dedicated to the compassionate resolution of crisis incidents. The unit consists of **seven sworn personnel** (one Lieutenant, one Sergeant, and five Officers) and one **part-time Clinical Psychologist** from the Department of Public Health (DPH).

Lieutenant Donald Anderson

Officer-in-Charge, Crisis Intervention Team & Hostage/Crisis Negotiation Team



A San Francisco native raised in the Ingleside District; Lieutenant Donald Anderson is a graduate of Thurgood Marshall Academic High School and holds a bachelor's degree in criminal justice administration from the University of Phoenix.

Lt. Anderson joined the SFPD in 2005, serving as a patrol officer in the Tenderloin, Park, and Mission Districts. Following his promotion to Sergeant in 2013, he served across the Ingleside, Southern, and Richmond Districts. In 2022, he advanced to Lieutenant, serving as Watch Commander at Ingleside Station before his appointment as Officer-in-Charge of the CIT Unit in November 2024.

Lt. Anderson has dedicated the majority of his career to the art of de-escalation. He joined the **Hostage Crisis Negotiation Team (H/CNT)** in 2014, rising to Team Leader (2017) and Executive Officer (2019). In May 2025, his expertise was recognized with an invitation to the elite **FBI National Crisis Negotiation Course** at Quantico, Virginia. A POST-certified Defensive Tactics Instructor, he authored the Department's first Disengagement Policy and has facilitated training nationwide. Most recently, he was elected to the Board of Directors for the **California Association of Hostage Negotiators**.

Sergeant Elizabeth Prillinger

CIT Administrator & H/CNT Team Leader

With over 18 years of experience, Sergeant Elizabeth Prillinger leads with compassion, critical thinking, and curiosity. Her academic background is unique in law enforcement: she holds a Bachelor of Arts in Archaeology and Art History from **Princeton University** and a Master of Fine Arts from the **San Francisco Art Institute**.

Sgt. Prillinger combines this background with deep operational experience, having served on the Mayor's Security Detail for both Gavin Newsom and Edwin Lee. She is also a **Certified Forensic Artist**, leveraging her artistic skills for investigative purposes.

Since joining the CIT Unit, she has participated in hundreds of dynamic, crisis-oriented field visits under the co-responding model. She has helped facilitate training for thousands of officers and prepares detailed Behavioral Threat Assessments. Sgt. Prillinger actively shares her expertise by delivering original presentations at state, national, and international conferences.



Officer Carlos Manfredi

CIT Field Officer, H/CNT Assistant Team Leader & Drone Specialist



Born and raised in San Jose, CA, Officer Carlos Manfredi earned a bachelor's in criminal justice administration from CSU Sacramento and a master's in public administration from the University of San Francisco.

Since joining the SFPD in 2002, Officer Manfredi has served in the Northern, Bayview, and Mission Districts. His diverse career includes roles as a **Public Information Officer**, **Field Training Officer**, and a member of the **Dignitary Protection Detail**. A certified POST firearms instructor and former Bolt/Sniper working alongside SWAT, he brings significant tactical discipline to the CIT mission.

He is a long-standing member of the Peer Support Team, Critical Incident Response Team, and H/CNT. Most recently, he expanded his skillset by joining the SFPD's new **Drone Unit**. Off-duty, Carlos is a family man who enjoys cooking, specifically crafting traditional Argentinean dishes inspired by his heritage.

Officer Christopher Cotter

CIT Field Officer & Assistant Team Leader (H/CNT & CIRT)



A San Francisco native, Officer Christopher Cotter joined the Department in 2005. After gaining experience in the Ingleside and Central Districts, he spent years at Mission Station as a plainclothes officer and Field Training Officer before moving to Northern Station in 2013. He officially joined the CIT Unit in October 2025.

Officer Cotter is highly decorated, having received the **Silver Medal**, **Gold Medal of Valor**, and a **Purple Heart** for injuries sustained in the line of duty. He has also been honored as the Mission Station Officer of the Year.

Beyond his patrol accolades, Chris serves as an Assistant Team Lead for both the **Critical Incident Response Team (CIRT)** and the **Hostage/Crisis Negotiation Team**. He is deeply committed to fostering trust between the Department and the community, embodying the mission of 21st-century policing.

Officer Keith Murphy

CIT Field Officer & Specialist Team Member



Officer Keith Murphy was born in Burlingame and raised in San Ramon. He joined the SFPD in 2008 at the age of 21 after studying criminal justice at Diablo Valley Junior College.

Officer Murphy spent the majority of his patrol career at **Northern Station (2010–2025)**, where he worked in plainclothes operations, violence reduction foot beats, and the Housing Unit—roles that provided immense experience in community engagement. He is a **Specialist Team** member working alongside SWAT, a POST-certified instructor, and a dedicated Field Training Officer. A decorated officer with numerous commendations, Keith balances his tactical expertise with a role on the Peer Support team. Off duty, he enjoys time with his wife, Colleen, and their three children. He is a fitness enthusiast and a lifelong fan of the Giants, 49ers, and Warriors.

Officer Nicholas Zerga

CIT Field Officer & Negotiator

Officer Nicholas Zerga is the newest member of the CIT Unit, coming aboard in November 2025. A fourth-generation San Franciscan, his deep roots in the city drive his commitment to serving its community.

Officer Zerga began his career in 2012. He served at Northern Station from 2014 to 2022 before transferring to Taraval Station, and finally to CIT. He is also an active member of the **Hostage/Crisis Negotiation Team**.

Known for his calm demeanor and local knowledge, Officer Zerga is a Bay Area sports fan, golf enthusiast, trivia lover, and self-described "very tired father" of two young boys.



Officer John Ishida

CIT Field Officer & Behavioral Threat Assessment Specialist

Officer John Ishida was born in San Francisco and raised in Pinole. He holds a Bachelor of Arts in Criminal Justice from Sacramento State and joined the SFPD in 2014.

Officer Ishida spent a decade serving the Mission District (2015–2025). During this time, he developed specialized skills in the **Human Trafficking Abatement Unit**. Working in concert with the Special Victims Unit (SVU), he assisted in the investigation and arrest of multiple human traffickers—work that honed the investigative instincts he now applies to Behavioral Threat Assessment for CIT.

When not at work, John enjoys camping, cooking, and video games.



Dr. Shivika Dharamrup
Clinical Psychologist (Department of Public Health)



Dr. Shivika Dharamrup serves as the embedded Clinical Psychologist for the CIT Unit, representing a critical bridge between public safety and public health. Her role involves providing real-time mental health care during field visits and enhancing the Unit’s engagement strategies.

Dr. Dharamrup began her journey in 2002, earning her Doctorate in Psychology at the California School of Professional Psychology. She brings extensive experience in forensic psychology, having served on mobile crisis teams and in correctional facilities across Contra Costa, Marin, and San Mateo counties.

She joined **Comprehensive Crisis Services (CCS)** in 2022 and became the first psychologist embedded within the SFPD CIT Unit in 2023. She now dedicates two days per week to field operations. Her proudest achievement is pioneering this integrated role, laying the foundation for a more comprehensive, medicalized approach to crisis response in San Francisco.



CIT 2025: The CIT Working Group

Exemplifying Collaboration and Resilience

The CIT Program achieves the highest standards of crisis intervention by actively listening to the needs and experiences of the communities we serve. Comprised of mental health professionals, advocacy groups, and community stakeholders, the **CIT Working Group** is the engine of this collaboration.

Throughout 2025, the Working Group continued its regular virtual convenings to identify emerging issues, voice concerns, and refine the strategic goals of the CIT program.



A Model of 21st Century Policing

Service to San Francisco’s diverse communities requires a deep understanding of their unique needs and expectations. As a civilian advisory board, the Working Group represents stakeholders with profound personal and professional commitments to crisis intervention.

Together, they collaborate with the SFPD CIT Unit to clarify priorities and drive continuous improvement in field practices. We deeply value their effort; this partnership stands as a definitive model of what **21st Century Policing** should look like—transparent, inclusive, and community-centered.



Acknowledgments

The Crisis Intervention Team extends its deepest gratitude to the members listed below. Their time, dedication, and insight have helped establish San Francisco as a national model for crisis response and have made our city a safer, better community.

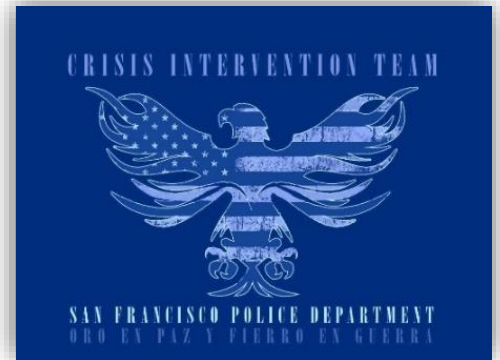
Terezie “Terry” Bohrer <i>(In Memoriam - August 6, 2025)</i>	Sheraden Nicholau
David Elliott Lewis	Stephanie Parker
Jennifer Johnson	Assistant Deputy Chief April Sloan
Janelle Caywood	Evora Heard
Kara Chien	Dr. Shivika Dharamrup
Linda Dunn	Avonelle Hanley-Mills
Camilla Bixler	Van Hedwall
Anne Fisher	Lula Magallon
Joshua Raphael	James Lancaster

CIT 2025: Proactive and Preventative Policing

Public Safety & Public Health: The Intersection of Systems

The CIT Unit operates at the intersection of Law Enforcement, Mental Health, and Medical Intervention. By combining these domains, we create engagement strategies that resolve complex problems rather than simply managing symptoms.

- **Justice-Involved Persons:** When crimes are committed by subjects in crisis, they may be referred to **Behavioral Court (Diversion)**, where treatment becomes a condition of release.
- **Clinical Referrals:** Law enforcement personnel cannot write medical referrals. However, we facilitate the process by connecting subjects with clinicians who *can* request supportive programs such as Conservatorship, Assisted Outpatient Treatment, and Intensive Case Management.



Timely Interventions: Deterring Violent Crime

The CIT Unit balances outreach with a fundamental commitment to preventing violence. We believe that Law Enforcement and Mental Health Professionals can work together to assess risk and prevent tragedy.

Behavioral Threat Assessment & Integrative Engagement

When applicable, the CIT Unit conducts nuanced **Behavioral Threat Assessments (BTAM)**. This process identifies subjects who, while in crisis, also present a public safety concern based on:

- Demonstrated acts of violence
- History of crime
- Threats of future harm
- Behaviors indicating a "pathway to violence"

When a subject's behavior is significantly worrisome, the CIT Unit authors secure **confidential alerts** to patrol. These advisory notifications ensure officers are well-informed, allowing them to conduct safe engagements and pre-incident planning. This is proactive policing in its purest form: interpreting and interrupting destructive behaviors before they result in harm.

CIT 2025: Closing Summary

A Future Built on Compassion and Capability

As we close the chapter on 2025, the San Francisco Police Department stands at a pivotal moment in its history. This year was defined by transition—new Department leadership, the unification of the Crisis Intervention and Hostage Negotiation Teams, and the integration of advanced data systems. Yet, amidst these changes, our core mission remained constant: to serve the city with dignity, restraint, and excellence.

The outcomes detailed in this report—the lowest homicide rate since 1954, a 99.74% force-free resolution rate in crisis calls, and the successful diversion of numerous individuals from the justice system to medical care—are not coincidences. They are the direct result of a culture that values de-escalation as a primary tactic and views public health as a partner, not a separate entity.

Crisis intervention is no longer a niche specialty; it is the heartbeat of modern policing in San Francisco. From the dedicated work of our Officers in the field to the strategic foresight of our Behavioral Threat Assessment specialists, we are building a safety net that catches vulnerable individuals before tragedy strikes.

We extend our deepest gratitude to our partners in the Department of Public Health, the Fire Department, and the CIT Working Group. Your collaboration turns policy into practice and ensures that our response to crisis is as compassionate as it is capable.

As we look toward 2026, the Crisis Intervention Team remains steadfast. We will continue to innovate, to listen, and to protect the sanctity of life in our global city.



San Francisco Police Department Crisis Intervention Team (CIT)

Lieutenant Donald Anderson serves as the Officer-in-Charge of the Crisis Intervention Team. The CIT is a comprehensive unit comprising an active CIT Field Unit and an extensive CIT Training Program.

The Unit operates within the **Field Operations Bureau** under the oversight of:

- **Deputy Chief Scott Biggs** (Field Operations Bureau)
- **Commander Amy Hurwitz** (Golden Gate Division)

CIT Unit Contact Directory

General Inquiries

- **Main Number:** (415) 242-3090
- **Email:** SFPD.CIT@sfgov.org

Management & Supervisors

- **Lt. Donald Anderson** | Officer-in-Charge
 - donald.d.anderson@sfgov.org
- **Sergeant Elizabeth Prillinger**
 - elizabeth.prillinger@sfgov.org

Field Officers & Specialists

- **Officer Carlos Manfredi**
 - carlos.m.manfredi@sfgov.org
- **Officer Christopher Cotter**
 - christopher.cotter@sfgov.org
- **Officer Keith Murphy**
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- **Officer Nicholas Zerga**
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- **Officer John Ishida**
 - john.ishida@sfgov.org

