

OFFICE OF THE MAYOR  
SAN FRANCISCO



EDWIN M. LEE  
MAYOR

January 6, 2016

President London Breed  
Members of the Board of Supervisors  
1 Dr. Carlton B. Goodlett Pl, Room 244  
San Francisco, CA 94102

President Breed & Members of the Board of Supervisors:

We all agree that we must reduce the number of unnecessary officer-involved shootings in San Francisco.

Immediately after Mario Woods's death last month, I publicly expressed my deep sympathy, and I ordered a comprehensive review of the Police Department's use-of-force policies. I directed the Police Commission and the Police Chief to implement all possible reforms right away.

As a result, we have already made significant progress. Attached to this letter is a comprehensive list of reforms that are already underway. For any reforms that require new laws or expenditures, I am now directing the Commission and the Chief to present policy proposals and a budget plan to me by February 15<sup>th</sup>, 2016 at the latest.

Moving forward, our success depends on cooperation from community leaders, so I will convene a series of meetings with these leaders to discuss improvements to our violence prevention efforts and police-community relations.

I have already heard loudly and clearly from the Police Department's African American Community Advisory Forum about their key priorities, which include instituting de-escalation training, implicit bias training, and developing a culturally competent training module. The City will institute these reforms.

Thank you for your partnership in creating a City where no preventable officer-involved shootings occur and where every community feels respected, justly treated and safer.

Sincerely,

A handwritten signature in black ink that reads "Edwin M. Lee".

Edwin M. Lee  
Mayor, City & County of San Francisco

cc: Commissioners, San Francisco Police Commission  
District Attorney George Gascon  
Public Defender Jeff Adachi  
City Attorney Dennis Herrera  
Greg Suhr, Police Chief  
Joyce Hicks, Director, Office of Citizen Complaints



**Police Use-of-Force Reforms Work Plan**  
**January 6, 2016**

To build greater trust between the San Francisco Police Department and the communities they serve, with a primary goal of preventing unnecessary officer-involved shootings, City Departments will undertake the following initiatives, in seven categories:

1. Community Forums
2. Reforming Use-of-Force Policies
3. De-Escalation Training
4. Implicit Bias Training
5. Accountability & Transparency
6. 21<sup>st</sup> Century Policing
7. US Department of Justice COPS Office Review

**1. San Francisco Police Department's African American Community Advisory Forum**

Last year the Chief of Police reintroduced Community Advisory Forums, bringing together local faith based leaders, youth and diverse community members to the table in ongoing discussions about public safety. These groups meet directly with senior members of the Police Department to provide feedback and input about ongoing police strategies.

In the coming months the Police Department will continue this commitment and expand the community process to gain input into the creation of a new cultural competency training course that will be based on best practices and will introduce officers to more of the community leaders, who will be part of the curriculum, that they serve on a daily basis. The course will be adopted as part of the on-training for cadets within San Francisco Police Department as well.

**2. Reforming Use of Force Policies to Emphasize Non-Lethal Interventions**

The Mayor directed the Police Commission to conduct a thorough review of all existing policies regarding use of force to re-emphasize that the Department's policy is that using lethal force is the last resort. This may require fundamentally revising the Department's policy through General Orders, and adopting any necessary training or equipment, in addition to what the Chief has already instituted.

As such, the Police Commission will take up the action of reviewing the use of force in its meetings over the next several weeks. This complete review will evaluate and update the policies defining the use of force on our streets for all communities. The process will include community input and address all use of force tactics and strategies.

In the interim, the Mayor has directed the Police Chief to review and adopt more non-lethal measures of interventions related to public safety. This includes new training and equipment including, but not limited to: shield protections, additional extended range impact weapons (ERIW), and pilot evaluation of less-lethal equipment such as tasers.

### **3. Expanding the Crisis Intervention Training for SFPD**

The Police Department has committed to a policy of de-escalation, and as such, all officers, new and existing, will receive at least as much training in de-escalation as they receive in use of weapons.

As the City continues to develop more effective measures for those in mental health crisis, the Police Department will expand its on-going commitment to Crisis Intervention Training.

### **4. Expansion of Implicit Bias Training**

Last year the City worked with local community agencies and state offices to incorporate implicit bias training for City Department Heads, and included many of the senior staff members of the Police Department in these trainings. The Mayor has directed the Police Department to initiate this training for all officers.

### **5. Accountability & Transparency: White House Police Data Initiative**

At the Mayor's direction, the San Francisco Police Department will enroll in the President Obama's Police Data Initiative. This includes using open data to increase transparency, build community trust, and support innovation, as well as better using technology, such as early warning systems, to identify problems, increase internal accountability, and decrease unneeded uses of force. This information can serve as the foundation for community visibility into and increased trust.

### **6. 21st Century Policing**

After the shooting of Michael Brown in Ferguson, MO, the White House convened national experts and produced a President's Task Force on 21st Century Policing report. The Task Force members sought expertise from stakeholders and input from the public as they worked to identify best practices and make recommendations to the President. The Task Force submitted an initial report to the President in March 2015, and released the final report on May 18, 2015.

The final 58 recommendations are all currently supported by and being implemented by the San Francisco Police Department, except for three for which the misalignment is caused by unique local circumstances or current state law.

San Francisco has since been included as one of 20 cities on the COPS Office's "Task Force Recommendations Implementation Map," highlighting our City's leadership in commitment to improving police-community relations.

At the Mayor's direction, the Police Department will develop a dashboard to provide bi-annual status reports on the Department's progress towards complete implementation of President Obama's task force's recommendations.

### **7. U.S. Department of Justice COPS Office Review**

The Chief of Police has requested the U.S. Department of Justice COPS office to do a collaborative reform review of the Police Department's policies, procedures, and training related to use-of-force. The COPS team will assist in developing an edged/other weapon strategy to help de-escalate critical incidents without the use of deadly force.