



**EDWIN M. LEE**  
MAYOR

POLICE DEPARTMENT  
**CITY AND COUNTY OF SAN FRANCISCO**

HEADQUARTERS  
1245 3<sup>RD</sup> STREET  
SAN FRANCISCO, CALIFORNIA 94158



**TONEY D. CHAPLIN**  
ACTING CHIEF OF POLICE

October 12, 2016

To the Members of the San Francisco Police Department:

On Wednesday, October 12, 2016, the United States Department of Justice Community Oriented Policing Services (COPS) released its Collaborative Reform Initiative (CRI) assessment of the San Francisco Police Department. This independent review was a six-month process in which the CRI-team thoroughly reviewed five key areas integral to building and maintaining trust with the communities we serve.

I would like to personally share my thoughts on not only the outcome of this assessment and where we go from here, but also our Department's response to recent events - and how we continue to provide excellent service treating every person with respect, dignity, and fairness.

First, this assessment took an in-depth look at policies and practices in many areas of our Department, identifying 94 findings and providing 272 recommendations. Going into this process, we understood there would be areas where we needed improvement, and this report has shown that. And it would be remiss of me not to mention that the CRI-team found many areas in which our Department excels, especially our willingness to always do better.

Over the next 18 months, the Department will continue to work with the CRI-team to implement these recommendations. We will work diligently to address these areas with a focus on providing fair and unbiased policing while protecting our community, with an emphasis on increasing transparency and accountability by embracing the principles of 21<sup>st</sup> Century Policing.

This assessment is our roadmap, our strategy, to becoming the leading law enforcement agency in the country. We already know how to police our city, which is evident in a lower crime index which we achieved through well-planned prevention and enforcement techniques. But this is our chance to take our residents, visitors, and business communities by the hand to work together to find long-term solutions to improve the quality of life in all of our neighborhoods. By doing so, we will give those we serve a voice and they will be our partners in this journey to building a strong 21<sup>st</sup> Century Police Department.

This past year has not been easy for any of us - not in this Department nor in this country. This climate has overshadowed our many accomplishments. Yet we continue to do our jobs each and every day because we are sworn to protect those we serve.

I would like to take a moment to recognize the men and women of this Department, the sworn and non-sworn members, who continue to work hard every day. We are in a profession that is under tremendous stress, uncertainty, and scrutiny.

As law enforcement officers, each of you do what others view as heroic, but we see it is our job, our responsibility. You *still* run in when others run out. You continue to bring hope to the hopeless, comfort to those in need. You are *still* the street-level guardians of justice on the streets 24/7. You are the finest.

How do we know this? What is the measurement of our strength? The numbers don't lie:

- 20,000 ..... The number of encounters with persons in mental health crisis in the past five years.
- 19,997 ..... The number of those encounters that ended without deadly force.
- 140 ..... The number of saves for our all-volunteer Hostage Negotiation Team.
- 14 ..... The number of officers being honored for using crisis intervention techniques that saved lives this year.
- Growing ..... The number of armed stand-offs that have been resolved without the loss of life.

But, the most important number of all is **ONE**.

We must come together as *one*. Work as one. And with one voice; demonstrate our resilience and embody our highest of ideals.

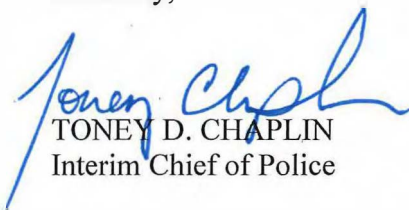
The ideals of trust and legitimacy should be strong, not only within the community, but within our Department, because divided we cannot stand. The ideal of defending and protecting our great Constitution, which grants rights to *all* people, at *all* times, without exception, is a priority. The ideal of leaving our prejudices and biases at home and transforming ourselves to embody the noblest of character, whether in uniform or not. These concepts can only be accomplished together.

In this collaboration with the DOJ, we identified several areas where we excel within American Policing. We also identified areas where we can do better or reinvent. It is only human to be wary when faced with criticism and outside review. I ask each of you to embrace this assessment, this roadmap, as a challenge to improve. Read it, digest it, ask questions about it, and strive to live it.

We already have made changes to several policy areas including the use of force, implemented the body worn camera program, and developed an encompassing curriculum in procedural justice and implicit bias. We will continue to build on this progress with the assistance of the Department of Justice, internal and external stakeholders and agencies, and, most importantly, our community. Our resolve will only get stronger in the years to come, and we will truly be the model of 21<sup>st</sup> Century Policing.

I am proud of the San Francisco Police Department and honored to work alongside each of members. Our profession is undergoing the greatest change in its history. This period is also be a new beginning. Together we will grow, advance, and strengthen our bond with the community. Join me in rising to this challenge. We can do this together by continuing to develop, adopt and embrace the best practices in American law enforcement.

Sincerely,



TONEY D. CHAPLIN  
Interim Chief of Police

mc/cf