
CORRECTION: Project Plan 3 (Recs 26.1, 48.1, and 48.2)

From Tanya Koshy [REDACTED]

Date Mon 9/30/2024 4:20 PM

To Scott, William (POL) [REDACTED] McGuire, Catherine (POL) [REDACTED]

Cc [REDACTED]

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Correction to the subject line. The below email summarizes substantial compliance to Project Plan 3.

From: Tanya Koshy

Sent: Monday, September 30, 2024 4:19 PM

To: 'Scott, William (POL)' [REDACTED] 'McGuire, Catherine (POL)' [REDACTED]

[REDACTED]

Dear Chief Scott,

Our office has completed its review of the materials submitted by SFPD to support implementation of Project Plan 3, which comprises of Recommendations 26.1, 48.1, and 48.2.

For the following reasons, the Department of Justice finds that SFPD is in substantial compliance with Project Plan 3.

All three of the recommendations within Project Plan 3 relate providing community input on policing priorities, including anti-bias policies and practices.

To implement these recommendations, SFPD has re-established the Chief's Community Police Advisory Forum (CCPAF), which is comprised of members of the public who are charged with identifying issues affecting communities within San Francisco and advising SFPD on how to address them. SFPD provided documentation of how it reinvigorated the CCPAF and the discussions in the first few meetings. SFPD has not yet completed an annual report on the CCPAF because it has not yet completed a year's worth of meetings. However, Jensen Hughes and Cal DOJ agreed that SFPD can demonstrate compliance by demonstrating a plan for that annual reporting. SFPD has provided a plan to include the CCPAF annual report as part of the Community Engagement Division's Annual Report and will specifically track issues and concerns surfaced by the CCPAF.

SFPD's package includes additional information demonstrating substantial compliance with this recommendation.

If you have any questions, please do not hesitate to reach out.

Thank you,

Tanya Koshy

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Project Plan # 3 – Community Collaboration and Input Regarding Training and Policing Priorities

Associated Recommendations: 26.1, 48.1, 48.2

Collaborative Reform assessment determined needed to create opportunities and embrace community input regarding bias training and on policing services across all communities. To accomplish these goals the department was encouraged to reinvigorate the Community Policing Advisory Forum and develop an annual reporting and measurement process to track the issues raised by the forums and addressed by the department. This project plan explains how the department will address the requirements of these recommendations.

Project Plan Status

Substantial Compliance

In Progress

Work Required

Summary

The SFPD reestablished the Chief's Community Policing Advisory Forum (CCPAF) to seek community input into the policies and practices of the department. Police Chief William Scott promulgated the Chief's Community Policing Advisory Forum Policy, which guides the mission and goals of the forum but also includes the application and selection criteria, the roles and capacities of members, guidance on how to successfully engage in problem solving and guidance on the members' expected role in outreach and engagement. The policy is comprehensive and addresses all the duties, expectations, and obligations of a member to the group and the duties, expectations, and obligations of the department to assist the group to perform its mission successfully, *Department Notice 23-157 Chief's Community Policing Advisory Forum, 9.28.23.*

Within the structure of the CCPAF, Department Advisory Forums advise the Chief of Police on issues or concerns related to their representative affiliations or community groups. The policy provides that the representative groups may include groups based on race or heritage, gender, religion, youth, or small business.

The CCPAF meets quarterly and held its first meeting in November 2023, followed by a subsequent meeting in February 2024. Representatives from the SFPD Community Engagement Division (CED) attend the meetings, are responsible for recording the meeting minutes and coordinating any response to action items or discussion that requires follow up or further review. The CED administers a post meeting survey of CCPAF members seeking member perspectives of the meetings, which can be addressed in a follow-up response to the member individually or to the group, as necessary. Information learned through the survey responses is used also to continuously improve the department's community engagement strategies. The policy tasks the CED with completing the CCPAF annual report, which will describe the CCPAF activity occurring during the year and its planned activity for the next year.

Community engagement and outreach is not limited to engagement with Chief Scott or the CED. Each department unit is required to complete a community policing strategic plan which identifies goals and strategies for their assigned district or focus area. The CED Commander will conduct an annual audit of these strategic plans and will ensure that all department units conduct regular meetings and offer the community multiple and varied opportunities to give input on department operations.

Recommendation:

The SFPD has successfully reengaged community forums and advisors to inform the department's policing initiatives and services. Although insufficient time has elapsed to allow an assessment of their impact, the guiding policy and protocols are properly structured to allow meaningful input to the Chief of Police and SFPD leaders. The SFPD is encouraged to seek the CCPAF's direct input into policies and practices related to bias, use of force, and other issues of public concern. The SFPD should also ensure records relating to CCPAF deliberations are transparent and reported on an annual basis to the department website, to the Police Commission and to the California Department of Justice, as appropriate.

This plan ensures the department's compliance with Recommendations 26.1, 48.1, and 48.2.



Collaborative Reform Completion Memorandum

PROJECT PLAN #3

FINDINGS:

Finding # 26: There is limited community input on the SFPD's actions regarding its anti-bias policies and practices.

Finding # 48: The SFPD needs to develop a robust, broad-based community forum for input on policing priorities across all communities.

Response Date: 3/27/24

Executive Summary:

As a commitment to procedural justice, the Department re-invigorated the Chief's Community Police Advisory Forum (CCPAF) to follow best practices, as established by CRI Partners; Jensen Hughes and the California Department of Justice (Cal DOJ).

The CCPAF is a group of civilian volunteers from diverse residential and business communities of San Francisco. Their role is to identify actual and perceived issues/challenges (i.e., bias, procedural justice, quality of life, crime reduction, etc.), affecting their community and advise the Chief of Police about these issues/challenges to come up with possible solutions.

During the year of 2023, the CCPAF was re-established and structured to engage community groups in San Francisco in problem solving for issues affecting the groups they represent. The new CCPAF also allows diverse communities the ability to provide meaningful input in training, policies, and programs. The CCPAF's overall commitment is to create a forum of discussion to address challenges and improve safety for residents, visitors, and communities across the city.

The CCPAF's mission is to serve as a liaison between the Chief of Police and residents of San Francisco. The CCPAF provides a platform for community members to:

- Speak directly to the Chief of Police or their designee.
- Exchange information, ideas, listen to, and discuss issues of mutual concern.
- To collectively identify and develop responses to local issues and concerns with individuals, community-based organizations, and city service.
- Provide recommendations to the Chief on SFPD policies and programs.

Additionally, the CCPAF members will complete surveys related to agenda topics and issues raised in order to track and measure problem-solving and progress made by the group (**Attachment #1: CCPAF Post-meeting survey 2.1.24**). Surveys will be provided both prior to and following each meeting. The surveys sent to CCPAF members prior to the meeting allow all members to be prepared to have thought out and meaningful discussions. These surveys



Collaborative Reform Completion Memorandum

and any feedback received will be merged into the Community Engagement Division (CED) Annual Review and Report which is completed by the CED at the end of each calendar year.

On March 15th, 2024, the SFPD submitted Project Plan #3 to CRI partners for a prescreen meeting. During this meeting, the following suggestions were made and have been addressed throughout this project plan:

- *Leave the recommendation specific language in Project Plan #3, including the findings, recommendation text and compliance measures.*
- *Project Plan #3 must include a plan to discuss bias subjects with the CCPAF during the year 2024. Show an upcoming agenda. You can even create agenda templates for the year with proposed topics for discussion.*
- *Idea to identify a topic from Prop E and what the impact will be related to the bias strategic plan.*
- *Provide meeting minutes from the CCPAF bias discussions in future updates for PP#3.*
- *Related to CCPAF annual report: Have a description of what it will look like, what will be included and how it will advance topics.*

- *Have information in the plan to show what we've already done with working groups to address bias policy (Bias Strategic Plan).*
- *Describe that SFPD has had working groups for bias policy and thus has the infrastructure to address bias issues in future meetings.*
- *Show a plan to have CCPAF bias discussions coming up this year.*
- *Discuss Proposition E in upcoming meetings, including how SFPD will ensure that it will continue to reduce disparities, consistent with the bias strategic plan and the bias-free policing policy. DOJ and JH acknowledge that SFPD may not be ready for the upcoming meeting to provide its plan to address Prop E but SFPD could, for purposes of this meeting, acknowledge Prop E and affirm its commitment to understanding Prop E in a way that is consistent with bias-free policing policy and strategic plans. Later meetings can go into details.*

- *Related to annual CCPAF report: What was published in 2023 and how will you grow from this in 2024.*



Collaborative Reform Completion Memorandum

RECOMMENDATIONS:

In response to the 2016 Collaborative Reform Initiative (CRI), the SFPD's quest toward completion evolved. To complete the remaining CRI recommendations, the SFPD CRI Team, in collaboration with CRI Partners, completed an analysis of all remaining recommendations. This analysis revealed that some recommendations were related to one another and could be completed by merging them into a project plan.

The SFPD CRI Team and external CRI partners determined that three recommendations focused on the Chief's Community Police Advisory Forum. Therefore, the SFPD merged Bias recommendation (26.1) and Community Policing Recommendations (48.1 & 48.2) into one project plan identified as Project Plan #3. This response for Project Plan #3 will address all three recommendations, and related compliance measures.

Recommendation # 26.1

The Chief's Advisory Forum should be re-invigorated and allow for diverse communities to have meaningful input into bias training, policies, and the SFPD's other anti-bias programming. The chief should ensure that marginalized communities are given a meaningful opportunity to be a part of the Advisory Forum.

- 1. Reinvigorate Chief's Advisory Forum**
- 2. Provide diverse communities with meaningful input on bias training, policy and other bias programs.**
- 3. Ensure that a broad coalition of community members are identified so that marginalized communities have an opportunity for meaningful involvement.**
- 4. Evidence of supportive and remedial actions if participation goals not met.**

During the year 2023, the SFPD set off on a mission to reinvigorate the CCPAF. The Department first met with External CRI Partners (Jensen Hughes and the California Department of Justice) at a site visit to discuss the re-invigoration process in May of 2023. Best practices advice was provided by Jensen Hughes related to the way that the CCPAF should operate. The SFPD then went on to write the policy for CCPAF.

The CCPAF is now made up of the SFPD Chief of Police, one Department member from the SFPD Community Engagement Division (CED), and individuals from the community who each bring unique skills, knowledge, experience, and networks with them. Together, they make up the whole Forum and define its composition. The CCPAF composition, expectations, meeting requirements, outreach efforts, and engagement strategies are all set forth in the CCPAF Chief's Directive (**Attachment #2: CCPAF Chief's Directive**). This document serves as the



Collaborative Reform Completion Memorandum

policy for the Department on how the CCPAF will operate. In summary, the CCPAF is made up of the following:

1. CCPAF Chairperson: The Chief or their designee.
2. CCPAF Facilitator: The Commander of the Community Engagement Division or their designee.
3. Community Member Co-Chair: One community member of the CCPAF selected by the Chief's Community Advisors.
4. Chief's Community Advisors: Two community members per community group selected by the Chief to attend and have an active voice in quarterly CCPAF meetings.
5. Department Advisory Forums: The community groups who inform the Chief's Community Advisors on issues related to their respective community.

In 2023, the Department completed a citywide search for the position of Chief's Community Advisor with the CCPAF. This search included an application which was publicly posted on the SFPD website for 30 calendar days (**Attachment #3: CCPAF Application**). Community members were also notified about the open CCPAF application at District Station Captains community meetings. The CCPAF Chief's Directive and application were distributed to all members via Department Notice in September of 2023 (**Attachment #4: DN#23-157; CCPAF**). Members were encouraged to refer interested community members to the department website to apply for the CCPAF.

The new re-invigorated CCPAF ensures that a broad coalition of community members are identified so that marginalized communities have an opportunity for meaningful involvement. At the end of October 2023, the SFPD received over 60 CCPAF applications from interested members of the San Francisco Community. The responses were reviewed by the Chief, and selection was based on a wide range of input. The Chief selected one member from the old forum groups (now known as Department Advisory Forums), and one new member from the community at large. Ultimately, up to two community members were chosen from each group. It is explained in the Chief's Directive that though the current membership falls under the categories below, other groups are welcome to become involved and apply during the annual application process. The following groups currently make up the CCPAF:

- Asian American and Pacific Islander (AAPI)
- African American
- LGBTQ+
- Jewish
- Small Business
- Muslim
- Latinx
- Youth
- Women
- Faith based
- General Population



Collaborative Reform Completion Memorandum

Following his review of the CCPAF applications, the Chief selected and notified the new CCPAF members, and requested their attendance at the first meeting ([Attachment #5: CCPAF Acceptance email](#)).

The new CCPAF met for the first time on Thursday November 2nd, 2023 ([Attachment #6: CCPAF Agenda 11.2.23](#)). The first CCPAF meeting served as an informational meeting on the rules, expectations, purpose, and procedures for CCPAF. This meeting also established membership bonding through team exercises, and the Chief's Community Advisors selected the Community Member Co-Chair ([Attachment #7: CCPAF Meeting Minutes 11.2.23](#)).

The second CCPAF meeting was held on February 1st, 2024 ([Attachment #8: CCPAF Meeting minutes 2.1.24](#)). In order to provide diverse communities with an avenue for meaningful input, there is a discussion of SFPD policy and/or training at each CCPAF meeting. This is evidenced in the agenda from the second CCPAF meeting ([Attachment #9: CCPAF agenda 2.1.24](#)). Additionally, the CCPAF are notified and encouraged to comment during the public posting of policy. Per the CCPAF Chief's Directive, the SFPD will: "Partner with Chief's Community Advisors for input in policy and procedures to enhance the partnership between the SFPD and the community" (2023, pg. 4).

As evidenced in the second CCPAF agenda from February ([Revisit Attachment #9: CCPAF agenda 2.1.24](#)) the SFPD is requesting an active role in policy development from the CCPAF. SFPD Policy will have a standing place in every CCPAF meeting agenda to involve the community in policy development. There will not always be a discussion specifically titled "bias" at every meeting. However, as discussed in the SFPD Bias Free Policing Strategic Plan:

SFPD is committed to developing an on-going institutional vision that addresses bias as part of an overall strategic plan; one that is transparent and gives voice to the community, including the early identification of and intervention in behaviors that are indicative of bias and on-going implicit bias training for its members. SFPD is committed to professional policing; professional policing is the opposite of biased policing.

As of March 2024, when this project plan was completed, the Department has only had two CCPAF meetings. Therefore, it will take time to collect and analyze data to show the value and content of conversations occurring at these meetings.

During the Prescreen meeting for Project Plan #3, CRI Partners provided feedback related to the need for the SFPD to include a plan to discuss bias topics and/or themes with the CCPAF during the year 2024. Therefore, the third CCPAF meeting (set for May 2nd, 2024) will include information on the SFPD's Bias-Free Policing Policy and Bias-Free Policing Strategic Plan and how those policies and procedures relate to the new Proposition E. Proposition E was on the ballot as an initiative in San Francisco and was approved in March of 2024. In summary, Proposition E limits the amount of time an officer spends on administrative tasks, places limits on use of force reporting, allows body worn camera footage to satisfy reporting requirements,



Collaborative Reform Completion Memorandum

allows the use of drones during vehicular pursuits and allows the installation of surveillance cameras without approval from the police commission or board of supervisors (**Attachment #10: Prop E - Police Department Policies and Procedures; overview**).

In the third CCPAF meeting, the SFPD plans to acknowledge this new Proposition and affirm the Department's commitment to understanding Prop E in a way that is consistent with the SFPD's Bias-Free Policing Policy and Bias-Free Strategic Plan. The planned agenda for the CCPAF's 3rd meeting will allow diverse communities an opportunity to provide meaningful input specific to bias related policy and programs in 2024 (**Attachment #11: CCPAF Agenda for 5.2.24 meeting – DRAFT**).

In order to maintain compliance and sustainability for Project Plan #3, the SFPD will provide CCPAF agendas and/or meeting minutes in future updates to show proof that bias discussions are occurring at CCPAF meetings.

Presently, the CCPAF has encountered full involvement and has not had any issues related to participation goals not being met by the group. The Chief's Directive supplies policy and information on participation goals. Per the CCPAF Chief's Directive the following has been established:

As with any organization, attendance and active participation is important to facilitate exchange of ideas and work collaboratively. There should be at least one of the two Chief's Community Advisors present at each quarterly CCPAF meeting in order for all Department Advisory Forums to be heard (pg. 6).

The SFPD has grown in enormous ways since the Collaborative Reform process began back in 2016. Substantially Compliant recommendation 28.2 described the ongoing command engagement around the issues of bias, both internal and external to the department. Recommendation 28.2 covered Executive Sponsor Working groups, specifically on Bias, and how our SFPD bias-free policies and procedures, including the Bias-Free Policing Strategic Plan, were created in partnership with external partner working groups (**Attachment #12 Bias Rec. 28.2**). The SFPD utilized the Executive Sponsor Working Group on Bias to create bias related policy, and thus possesses the infrastructure today to address bias related issues.

The Department recognized the need to have ongoing support in place with regard to bias and constitutional policing. Therefore, in May of 2023, the Chief hired the Director of Constitutional Policing. The Office of Constitutional Policing is staffed by the Director and a sworn member at the rank of sergeant (**Attachment #13: DN#23-093; Director of Constitutional Policing**). The Director and member(s) assigned to this office work under the authority of the Chief of Police. Their duties include, but are not limited to the following:

- Advise the Chief of Police on strategies to support effective, constitutional policing through identifying areas of improvement, policy development, and facilitation of Department training and policing strategies.



Collaborative Reform Completion Memorandum

- Advise the Chief of Police, build organizational awareness, and recommend and help facilitate solutions to promote racial justice and bias-free policing.
- Advise the Chief of Police regarding the development of SFPD's policies and procedures and participate in Department General Order (DGO) concurrence meetings.
- Assist and provide policy but not legal advice to the Chief of Police with communication and collaboration with the San Francisco District Attorney's Office, San Francisco Public Defender's Office, and other criminal justice agencies.

Additional and ongoing support for the Department's infrastructure related to bias exists in the SFPD's Office of Equity and Inclusion (OEI). The OEI was established in April of 2021 to create and sustain an equitable-supportive, and professional environment. The OEI works in collaboration with all units, divisions, and bureaus within the Department, and is a direct report to the Deputy Chief of the Administration Bureau. The OEI also manages the BiasSync Initiative (a science-based solution for conscious management of unconscious bias) and will be tasked to carry out various other policy and reporting functions regarding racial equity impact (**Attachment #14: DN#21-067; SFPD Office of Equity and Inclusion**).

Recommendation # 48.1

The Chief's Community Forum Groups—African American, Arab American, Asian Pacific Islander, Business, Hispanic, Interfaith, LGBT, Young Adults, Youth, and Youth Providers—need to be re-established and structured to engage in problem solving and action regarding issues affecting the groups they represent.

- 1. Review of existing community forums as well as outreach to other community stakeholders and groups to ensure inclusivity in terms of forum composition.**
- 2. Evidence that community forum groups have been re-established or established.**
- 3. Evidence that groups are structured and tasked to engage in problem solving.**
- 4. Evidence of focus on issues unique to each group.**
- 5. Ongoing review or audit to ensure problems and issues are being addressed satisfactorily.**

The CCPAF has been re-established and structured to engage in problem solving and action regarding issues affecting the groups they represent. When the CCPAF went through its reinvigoration process, the Department conducted a review of existing community forums. This was followed by outreach to other community stakeholders and groups to ensure inclusivity in terms of forum composition. As described above, the CCPAF application was publicly posted on the SFPD website for 30 calendar days.



Collaborative Reform Completion Memorandum

During this re-invigoration process, the Department recognized the prior efforts made by the original forum groups and acknowledged the membership who was in existence before the new direction of CCPAF began. The Commander of the Community Engagement Division personally contacted the SFPD liaison for each of these forum groups to notify them of the anticipated re-invigoration. The existing forum groups were encouraged to apply to the new CCPAF. When the composition of the new CCPAF was established, the department renamed the old forum groups "Department Advisory Forums" (see above definition on pg. 3). The Department Advisory Forums (DAF) are still in existence today and the members work with the CCPAF Community Advisors to bring issues relevant to their respective community to the attention of the Chief. The DAF are described in more detail in the CCPAF Chief's Directive as follows:

The community groups who inform the Chief's Community Advisors on issues related to their respective community are known as the Department Advisory Forums. The members of these groups are civilians associated with a particular community group who are interested in participating with the conversations the CCPAF has with the Chief. They are the sub-groups of communities in San Francisco, from which each of the two Chief's Community Advisors are selected (2023, pg. 5).

Evidence that the CCPAF has been re-established exists in the new CCPAF Chief's Directive, CCPAF Application, and CCPAF agendas and meeting notes – all shared as attachment to this document. In addition to that, the CCPAF will have ongoing quarterly meetings, and the next meeting has already been scheduled for May 2nd, 2024 (**Attachment #15: CCPAF 3rd meeting invite**).

Evidence that groups are structured and tasked to engage in problem solving exists in both the policy set forth in the CCPAF Chief's Directive, and in the meeting agendas and notes, which are aligned with CCPAF policy.

Regarding evidence of focus on issues unique to each group, each community group has the opportunity to address issues affecting their community at every meeting. The agenda planning and communication between the groups and the department is set up in such a way that each group has an opportunity to be heard. Additionally, there are DAF groups associated with the CCPAF that meet outside of the quarterly CCPAF meetings. These meetings allow a space where issues unique to each group are identified and can later be shared with the Chief at the quarterly CCPAF meetings.

The CCPAF Chief's Directive describes the role of the Community Member Co-Chair. This individual was selected at the first meeting in November 2023. This selection process was included in the agenda and meeting minutes from the November 2, 2023, CCPAF meeting. The Community Member Co-Chair is responsible for developing meeting agendas in partnership with the Chief's Community Advisors. As described in the CCPAF Chief's Directive, the Chief's Community Advisors are responsible for the following:

Chief's Community Advisors are expected to (2023, pg. 5):



Collaborative Reform Completion Memorandum

- Partner with the SFPD and attend quarterly CCPAF meetings.
- Show interest in their communities' concerns, issues, or emerging problems.
- Have a willingness to exchange ideas and work collaboratively with the SFPD and City partnerships on problem solving to improve these conditions.
- Strive to improve communication and relationships between the SFPD and their respective communities.
- Work in collaboration with the Community Member Co-Chair to communicate issues and items to be placed on the quarterly meeting agendas.
- Communicate at the quarterly CCPAF meetings, any pertinent information, which they glean from meetings with the Department Advisory Forums, friends, neighbors, or associates.

There is an ongoing annual review and audit plan to ensure that problems and issues are being addressed satisfactorily. This is being accomplished by the use of surveys both pre and post-meeting. The surveys are directed to all CCPAF community members and request their feedback, assessment, and ideals ([Attachment #16: CCPAF Survey Request Email](#)).

For survey tracking, the Community Engagement Division has created and expanded the electronic platform to house all feedback. This new expansion provides ease of review for data and analysis of feedback to ensure problems and issues are being addressed.

Recommendation # 48.2

The department needs to develop an annual reporting and measurement process of the issues raised at the forum and the progress made by the group in resolving them.

- 1. Evidence of community forum group annual report(s).**
- 2. Report identifies and tracks the issues raised by the forum groups.**
- 3. Report provides the status or progress made in resolving issues raised by the groups.**

The Department has developed an annual reporting and measurement process for issues raised by the CCPAF and the progress made by the group in resolving issues. The first opportunity for the SFPD to supply evidence of CCPAF annual reports will occur at the completion of the first year of CCPAF meetings, in December of 2024.

The CCPAF had its first meeting in November of 2023. Therefore, sufficient time has not elapsed for an annual report. Due to the recent implementation of the CCPAF, the SFPD has yet to complete its first year of forum group meetings. An annual report will be completed for the first time following the last CCPAF meeting of 2024. This report will encompass information related to CCPAF meetings for the year 2024.



Collaborative Reform Completion Memorandum

As requested in the Prescreen feedback for Project Plan #3, the following is a description of what the CCPAF annual report will look like, what will be included and how this report will advance topics.

This planned annual reporting process will occur as follows:

1. The goal for the annual report is to identify and track both CCPAF specific survey responses and issues raised by the CCPAF for that year.
 - a. CCPAF Survey Tracking: Issues for policy related discussions will be tracked via CCPAF pre- and post-meeting surveys.
 - i. Survey results will be housed within the SFPD Community Engagement Division electronic platform.
 - ii. The CCPAF Annual Report will include a summary of survey results.
 - b. CCPAF Issues Raised Tracking: Issues related to specific concerns of community groups will be addressed by use of SFPD form 598a, as described in the CCPAF Chief's Directive.
 - i. Feedback forms will be housed within the SFPD Community Engagement Division Electronic Platform.
 - ii. The CCPAF Annual Report will include a summary of issues raised and the status of progress made in resolving issues raised by the group for that year.
2. The CCPAF Annual Report will be included within the Community Engagement Division (CED) Annual Review and Report. The CED Annual Review and Report will have a dedicated section specific to Annual Reporting for CCPAF.
3. The final section of the CCPAF Annual Report will include a plan dedicated to how the prior years report will advance topics for the future.

As explained, the first opportunity for the SFPD to supply evidence of CCPAF annual reports will occur at the completion of the first year of CCPAF meetings, in December of 2024. The CCPAF annual report will be part of the ongoing CRI Sustainability Management Plan (**Attachment #17; CRI Sustainability Procedures**).

The CCPAF was re-established and has already shown great progress in its ability to ensure that marginalized communities are given a meaningful opportunity to provide input in training, policies, and programs. The CCPAF's will remain committed to addressing challenges and improving safety for residents, visitors, and communities across the city.