



LONDON N. BREED
MAYOR

CITY AND COUNTY OF SAN FRANCISCO
POLICE DEPARTMENT
HEADQUARTERS
1245 3RD Street
San Francisco, California 94158



WILLIAM SCOTT
CHIEF OF POLICE



Chief's Directive

Chief's Community Police Advisory Forum

CCPAF Vision, Mission, Values and Goals

The San Francisco Police Department (SFPD) is continuously striving to adhere to the recommendations endorsed by the Department of Justice and committed to changing the culture. As a commitment to procedural justice, building trust and transparency with the community, and being inclusive to all members of the community, the Department has instituted the Chief's Community Police Advisory Forum (CCPAF). The CCPAF was created to expand community policing, problem-solving, and community engagement throughout the city to prevent and control crime and improve the quality of neighborhood life for all communities.

CCPAF is a group of civilian volunteers from all the 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 and possible solutions. During a CCPAF meeting, members are expected to introduce information and/or observations from their respective communities for discussion. The CCPAF's overall commitment is to create a forum of discussion to problem-solve challenges to improve the safety for residents, visitors, and communities across the city.

Vision:

The vision of the CCPAF is to work closely with San Francisco community members, key stakeholders, and the San Francisco Police Department (SFPD) to build community-based strategies and create a safer City and County of San Francisco.

Mission:

The CCPAF's mission is to serve as a liaison between the Chief of Police and individuals who live, work, or have a business in San Francisco. The CCPAF provides a platform for community members to problem solve issues/challenges that directly

impact their community. This platform will provide community liaison members the opportunity 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.

The CCPAF's overall commitment is to create a forum for open discussion to problem-solve issues/challenges to improve the safety for residents, visitors, and communities across the city.

Values:

The CCPAF's facilitators and members are committed to the following values:

1. Respect

- CCPAF members will respect all cultures, histories of the neighborhoods and communities in San Francisco.
- CCPAF members will treat all people equally and with dignity, without regard to actual or perceived race, color, ethnicity, national origin, age, religion, gender identity or expression, sexual orientation, mental or physical disability, socioeconomic status, or any other trait.

2. Partnership

- CCPAF members should be proactive in nurturing relationships and empowering all communities of San Francisco to take an active role in public safety, and solutions to local issues.

3. Honesty and Transparency

- CCPAF members should develop and maintain honest and transparent dialogue with the communities in San Francisco.

Goals:

Goal 1: Communication

- CCPAF members exhibit positive, honest, transparent, and empathetic dialogue to build and strengthen the relationships between the Forum and the community.

Goal 2: Education

- CCPAF members provide information to educate and empower the community to continue working collaboratively on improving the safety of the community.

Goal 3: Problem-solving

- To increase safety through collaborative working partnerships between the community members, organizations, and the Department to identify and address local topics of concern.

- CCPAF members utilize the SFPD's formalized problem-solving system and methods outlined in the SFPD Department Manual 2, Community Policing and Problem-Solving Manual.

Goal 4: Relationship-building

- CCPAF members utilize their connection and rapport with the community to mend broken relationships and build stronger, unbiased, dignified, and equal treatment relationships between all facets of San Francisco communities and SFPD.

Goal 5: Leadership

- CCPAF members take the lead and are courageous in getting the community and SFPD to work together collaboratively to problem-solve action items and public safety issues of local concerns.

The CCPAF is made up by 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.

CCPAF Composition and Expectations

CCPAF:

The CCPAF will be led by the Chief of Police (or designee) who serves as the CCPAF Chairperson. A member from the SFPD Community Engagement Division (CED) will serve as the CCPAF Facilitator, and one CCPAF member who will serve as the Community Member Co-Chair. There will be two representatives from each community Department Advisory Forum (Department Advisory Forums are described in detail on pg. 5-6). Also included will be two individuals from the general population of San Francisco who are not members of the Department Advisory Forums.

CCPAF meetings will include an odd number of participants, not to exceed 21 members in attendance at any given meeting. Each Chief's Community Advisor will be selected by the Chief. The Chief's Community Advisors will have an active voice during meetings and speak on behalf of their respective Department Advisory Forums group. CCPAF composition should reflect the wide array of constituencies present in San Francisco. To be considered for CCPAF membership, an individual must live, work, or have a business in San Francisco, attend the quarterly meetings and commit to a two-year term.

CCPAF Chairperson:

The Chief or their designee serves as the CCPAF Chairperson. The CCPAF Chairperson is responsible for facilitating the discussion(s) in the quarterly CCPAF meetings. These quarterly meetings will serve to provide a venue for consultation,

collaborative problem-solving and discussion of SFPD policies and programs. The role of the CCPAF Chairperson is as follows:

- Be present for the quarterly CCPAF meetings.
- Responsible for the final decision regarding the membership, which includes the selection and removal of a CCPAF members.
- Provide insight and offer resources to assist their CCPAF with issues raised.
- Partner with Chief's Community Advisors for input in policy and procedures to enhance the partnership between the SFPD and the community.

CCPAF Facilitator:

The Commanding Officer of the Community Engagement Division or their designee will fill the role of CCPAF Facilitator. The CCPAF Facilitator oversees the implementation of the CCPAF with the approval of the Chief of Police. The CCPAF Facilitator will provide direction, resources, and oversight on the policies and procedures contained within this directive. The CCPAF Facilitator is tasked with the following:

- Responsible for the planning and scheduling of CCPAF meetings.
- Communicate with CCPAF members in anticipation of quarterly meetings.
- Create meeting agendas, in partnership with the Community Member Co-chair (role described below on pg. 4-5).
- Provide the finalized agenda for the quarterly meeting to the CCPAF membership no less than two weeks prior to the set meeting date.
- Attend all quarterly CCPAF meetings.
- Provide CCPAF members with information, regarding current crime trends being addressed as well as projects undertaken by other Department units and San Francisco service providers.
- Ensure fairness in communication and equal time allotted for each community group to present their respective issues/challenges and discuss possible solutions.
- Share information with the Chief and CCPAF outside of scheduled CCPAF meetings, as needed, when a particular community concern is important and must be addressed immediately.
- Ensure that when CCPAF members raise concerns requiring the assistance of the Department, their concerns are documented and routed to SFPD Community Engagement Division (CED) as an action item (utilizing SFPD form 598A).

Community Member Co-Chair:

One community member of the CCPAF will be selected by the Chief's Community Advisors (see below description, pg. 5). SFPD members of the CCPAF will not be involved in the selection process of the Community Member Co-Chair. The Community member Co-Chair shall be responsible for the following:

- Developing a meeting agenda in collaboration with the CCPAF Facilitator, in advance of the each regularly scheduled CCPAF meeting.
- Distributing the meeting agenda prior to the regularly scheduled CCPAF meetings.

- Maintaining the roster (meeting sign in sheet) of the CCPAF members in attendance at the quarterly CCPAF meetings, and share it with the CCPAF Facilitator immediately following the quarterly meetings.
- When concerns are raised by the community, this member shall assist the department in documenting these concerns, utilizing SFPD form 598A.

Chief's Community Advisors:

Chief's Community Advisors, are a SFPD partner and a critical stakeholder of the community who work actively, volunteering their time with the SFPD in a problem-solving capacity. Up to two Chief's Community Advisors will be selected by the Chief from each of the community Department Advisory Forums. Additionally, there will be up to two Chief's Community Advisors selected from the general population of San Francisco who are not members of any of the Department Advisory Forums. At least one of the two Chief's Community Advisors from each group shall attend each quarterly meeting.

Chief's Community Advisors are expected to:

- 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.
- Attend at least 2 of the quarterly meetings in person per calendar year. The virtual meeting option may only be used twice per calendar year.
- Complete pre and post meeting surveys and occasional assigned reading, as directed. Full participation is expected from all Chief's Community Advisors.

Department Advisory Forums:

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. Department Advisory Forums may include, but are not limited to the following groups:

- Asian and Pacific Islander (API)
- African American
- LGBTQ+
- Jewish
- Small Business

- Muslim
- Hispanic/Latin
- Youth
- Women
- Faith based

Members of the Department Advisory Forums are not selected members of the CCPAF but are still welcome to attend the quarterly CCPAF meetings. However, this is not a requirement. Per passive meeting rules (described below on pg. 6-7), members of the Department Advisory Forums must acknowledge that there is no right to public comment at the quarterly CCPAF meetings. The Chief's Community Advisors will speak on behalf of the members of Department Advisory Forums from their respective communities.

The SFPD recommends that the Department Advisory Forums have their own meetings separate from the quarterly CCPAF meetings. Meetings outside of the quarterly CCPAF meetings will be the responsibility of the Chief's Community Advisors and their respective Department Advisory Forums. These external community meetings can serve to identify and discuss any issues that the community would like to bring to the attention of the Chief at the quarterly CCPAF meeting.

Quarterly Meetings:

The CCPAF meets quarterly with the CCPAF Chairperson, CCPAF Facilitator, Community Member Co-Chair, and Chief's Community Advisors for participation in CCPAF meetings. 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.

CCPAF MEETINGS

Meeting Logistics:

- **Meeting Time:** CCPAF meetings shall not exceed two hours in length. This time limit is established in order to ensure that meetings are productive, efficient and stay on track.
- **Virtual Meeting Option:** CCPAF meetings will be held in person, with a virtual option available to Chief's Community Advisors only, with limitations. The virtual meeting option for Chief's Community Advisors is limited to 2 virtual meetings per calendar year.
- **Surveys:** Pre and Post meeting surveys will be sent out to all Chief's Community Advisors before and after each meeting. Full participation is expected from all Chief's Community Advisors.

Passive Meeting:

CCPAF is considered a “passive meeting” under the San Francisco Administrative Code. As such, if a majority of the CCPAF members meet to discuss business, those meetings are open to the public. There is no right to public comment at these meetings. The public is allowed to observe the meeting. The following summarizes the rules of passive meetings:

- The meeting must be noticed on the City’s website whenever possible. Admin. Code § 67.4(a)(1). There is not a strict time deadline for posting this notice, but if possible, the department should post it to allow reasonable time for interested members of the public to arrange to attend
- If a member of the public requests the time, place, and nature of an upcoming gathering, that information must be disclosed. Admin. Code § 67.4(a)(1)
- If there is an agenda and a member of the public requests the agenda, it must be disclosed. Admin. Code § 67.4(a)(1).
- There is no right of public comment. Admin. Code § 67.4(a)(3).
- All members of the CCPAF are subject to Public Records Laws. Accordingly, all writings about City business connected to a member’s work for the group, including emails, text messages, notes, drafts, correspondences, and any other writing is subject to disclosure. This remains true regardless of whether such writings are composed or received on personal devices. If there is a public records request, working group members will be asked to produce all responsive records.

The CCPAF Chairperson, CCPAF Facilitator, Community Member Co-Chair, and Chief’s Community Advisors may allow invited guests to speak as part of a presentation or discussion. Such attendees may include but are not limited to other City agencies or Departments such as the District Attorney’s Office and the Recreation and Park Department.

CONDUCTING EFFECTIVE MEETINGS

For meetings to be highly effective, participants need to know what is expected and what is to be accomplished. To ensure productivity and efficiency, at a minimum, meetings should include, but not be limited to the following:

- An agenda to keep the discussion on topic/on time, and to ensure that issues raised are appropriately heard.
- Start and end on time (respect for members' time and schedules).
- Be welcoming and encouraging to attendees.
- Focus on improving policing through problem solving, rather than complaining.
- Develop action plans with specific action items.
- Provide community feedback on issues raised utilizing SFPD form 598A.

Meeting Summary/Notes

- Serve as the official record of the meeting.
- Taken by the Community Co-Chair or designated Scribe during regular meetings with special focus on action items (what, who, by when) and any decisions made.
- The Community Member Co-chair or Scribe should present the meeting summary/notes via email to all CCPAF members for review, addition, deletion, or correction.
 - If no corrections or deletions are necessary, the meeting minutes/notes should be approved as the final version for archiving.
- The Community Engagement Division is responsible for maintaining the minutes in accordance with the Department's Record Destruction Schedule.

Ground Rules:

The SFPD expects CCPAF members to be outstanding members of the community. Members must demonstrate an ability to work well with others and be a positive force within the group. A CCPAF member will never be removed because of a respectful disagreement or difference of opinion. When a member's behavior crosses the line from respectfulness to belligerence, the CCPAF Chairperson has the right to ask the member to leave a meeting. The CCPAF Chairperson in partnership with the CCPAF Facilitator will decide how to proceed if any further disciplinary actions are warranted. Depending upon the severity of the behavior, a member may be removed from the CCPAF. If removal is required, the CCPAF Chairperson may provide the member with a general explanation about the removal.

Right to Select, Replace and Remove:

The Chief is responsible for the final decision regarding the membership, which includes the selection and removal of the Community Member Co-Chair and the Chief's Community Advisors.

- The Chief (CCPAF Chairperson) has the authority to remove a CCPAF member for violation of the Ground Rules (described above).
- Any current CCPAF member who runs for political office during their CCPAF term shall resign or be removed from the CCPAF by the CCPAF Chairperson (See Membership Section, pg. 10).
- The Chief reserves the right to remove anyone from the CCPAF without an explanation.

Please remember:

- * Be honest.
- * Respect the group dynamic.
- * Respect the group process.
- * Seek to understand before seeking to be understood.
- * Refrain from negative comments to or about other group members.
- * Listen carefully to others.
- * Do not use personal attacks.
- * Speak freely, but do not monopolize the conversation.

- * Allow the opportunity for everyone to speak.
- * Be careful not to dominate discussions or debates.
- * Be prepared to agree or disagree, and then move on.

BASIC PROBLEM SOLVING

Problem-Oriented Community Members:

In the spirit of problem-oriented policing, CCPAF members should become familiar with the SARA model (Scanning, Analysis, Response, and Assessment), employed by most law enforcement agencies in the United States including the SFPD. This model of problem-solving addresses ongoing crime and quality-of-life issues in an organized manner. Information about the SARA model can be found at the University of Arizona Center for Problem-Oriented Policing website - <http://www.popcenter.org/about/>.

Problem Solving Efforts:

Use an energetic approach when discussing the issues, problems, or concerns in a community. Communicate that a problem does not have to continue to exist. Do not allow people to accept the status quo. To promote a more effective dialogue, CCPAF members can follow the below list of techniques when talking to community stakeholders:

- Clearly identify and define the problem.
- Determine causes.
- Brainstorm: Listen carefully to others. Give everyone a chance to speak.
- Maintain an open mind. Be open to explore ideas that you rejected or failed to consider in the past.

Understand everyone's interests:

- Speak your mind freely; however, do not monopolize the discussion. The best solution is the one that satisfies everyone's interests.
- Engage in friendly disagreement. Differences can invigorate the discussion and can make an interesting learning experience for all. Do not take disagreements personally.
- Do not hesitate to respectfully advocate for opposing or unpopular views to challenge ideas. This helps expose members to other arguments and possibilities they may not be aware of.
- Participate with, and provide direction to, officers and community members by identifying safety and quality of life issues, such as criminal activity and nuisance related crimes by using the SARA model.
- List possible options or solutions.
- Document the agreement(s).
- Agree on contingencies and evaluation.

OUTREACH AND ENGAGEMENT STRATEGIES

The CCPAF Members' Role in Outreach and Engagement:

CCPAF member's outreach and engagement efforts make their community members aware of the CCPAF's purpose and functions. They disseminate information and update community members while receiving input about constant and current problems/issues affecting the community.

Develop an Outreach and Engagement Plan:

CCPAF Chief's Community Advisors are in a leadership role and are encouraged to formulate an outreach and engagement plan in their communities. The plan should include holding your own meeting, outside of the quarterly CCPAF meetings with the Chief, in an attempt to solicit feedback from all members of their community who wish to participate. The plan should include the geographical location of target community, dates for the meeting, and community events where discussions can freely occur.

Some suggestions for interacting with the community through dialogue and distributing information about CCPAF are:

- If the property is gated, do not enter. Leave information at the gate.
- Always check for dogs. If dogs are present, do not enter the property.
- Consider keeping track of where you visited and with whom you spoke.
- Consider having information in other languages common to that neighborhood.
- Stay positive and thank all community members for their time.

Request that community members debrief after meetings and share better ways to do things in the future.

MEMBERSHIP SELECTION

Selection shall be made by the Chief of Police and is based on a wide range of input. The membership will be a two-year term for a max of two terms. The application process will be publicly posted and commence during the month of January. Membership selection will occur in February.

Elected Officials:

In order to attain nonpartisan membership, elected officials and active political candidates should not be CCPAF Chief's Community Advisor. (This does not include the staff of such individuals, paid or unpaid.) However, elected officials are permitted and encouraged to participate in CCPAF events or may be asked to present as a resource to the CCPAF.

Any current CCPAF Chief's Community Advisor who runs for political office during their CCPAF term shall resign or be removed from the CCPAF. They are welcome to reapply for membership if/when they are no longer seeking or holding political office. Their remittance to the CCPAF is up to the discretion of the CCPAF Chairperson.

Disqualifications:

Potential candidates may be disqualified to participate if they are found to have been dishonest in the application process.

The Chief has the final determination on eligibility and is not prohibited from selecting or removing an individual to serve on the CCPAF.

Financial Requirements:

Members have no financial obligations to their CCPAF.

RULES & CONSEQUENCES

Membership Rules and Code of Conduct:

A CCPAF Chief's Community Advisor shall:

- Make the best effort to fulfill their commitment to the CCPAF.
- Understand that their services are given to the CCPAF without compensation or promise of future employment.
- Be punctual and conscientious.
- Conduct themselves with dignity, courtesy, integrity, and consideration of others.
- Uphold standards of professionalism and quality in all work.
- Respect others and different opinions and perspectives.

A CCPAF Chief's Community Advisor shall not:

- Seek information deemed confidential, law enforcement sensitive, or specifics of an ongoing criminal investigation.
- Give out information about specific police activities unless instructed to do so by the CCPAF Chairperson.
- Give out any non-public information – such as names, addresses or contact information of civilians or of members of SFPD unless approved by the CCPAF Chairperson.
- Lobby CCPAF members and/or SFPD staff with one's political or religious beliefs.
- Attempt to be a Chief's Community Advisor for more than one CCPAF community group.
- Participate in physical altercation during any CCPAF meetings.
- Pretentiously hold official authority when not in a CCPAF sponsored exercise or event or conducting other official business, including in the attempt to receive undeserved privileges or services.
- Abuse their volunteer credentials, such as in attempt to be excused for poor behavior, or for personal financial gain (e.g. in extortion of money, special discounts, or goods from a business or individual).

- Behave in an unprofessional demeanor during an SFPD or CCPAF sponsored meeting or event towards any individual, including but not limited to Department members or CCPAF members.
- Use profanity or slurs of any sort during any CCPAF meetings or SFPD sponsored events.
- Engage in physical or mental abuse during any CCPAF meetings or SFPD sponsored events.
- Threaten other CCPAF members or officers.
- Use non-prescribed drugs or illegal substances during any CCPAF meetings or SFPD sponsored events.

Disqualification:

The actions of CCPAF Community Co-Chairs and Chief's Community Advisors are a direct reflection on the SFPD. These elected members may be removed from the CCPAF with or without cause. These members may also be removed if they violate the guideline discussed in this CCPAF Chief's Directive. In all cases, the CCPAF Chairperson will decide how to proceed.

CONCLUSION

In presenting this Chief's Directive, the San Francisco Police Department has shared information and insight we believe will provide CCPAF members with additional tools necessary to succeed. The most important qualities a CCPAF member can bring to the organization are a positive attitude, a desire to learn, and a willingness to get involved in solving community problems.

The information in this document is subject to change as a result of experience, new information, changes in process requirements, and the ability of resources.