

# Individual Voting Ballot

## Fresno Commission on Police Reform

October 16, 2020

### INSTRUCTIONS

1. Read the entire Preliminary Draft Report.
2. Print the ballot and signature page and read all findings and recommendations first. If you can't print the ballot and signature page please email [scutler@publiclawgroup.com](mailto:scutler@publiclawgroup.com) and we will have a copy delivered to you or we will provide an alternate method for submitting your ballot.
3. Go back to the beginning and vote once on each recommendation. Findings and recommendations have been merged and reconciled – they are **not** listed by subcommittee. *Findings are italicized* and recommendations are grouped under their related findings.

Meaning of votes:

[Yes] You would like the recommendation included in the final package;

[No] You would not like the recommendation included in the final package; and

[Abstain] You abstain from voting on the recommendation

Sample Voting Block:

V O T E		
RECOMMENDATION #		
<input type="checkbox"/> YES	<input type="checkbox"/> NO	<input type="checkbox"/> ABSTAIN

4. Date and sign the signature page.
5. Take a picture of each page of the ballot and the signature page. Email ballot and signature page to **both** [scutler@publiclawgroup.com](mailto:scutler@publiclawgroup.com) and [fresnocpr@gmail.com](mailto:fresnocpr@gmail.com) by the end of the day **October 20, 2020**.

The final vote tally will be presented at the Commission Meeting on October 26, along with the final Report, which each commission member will have a final chance to vote on.



**Police Oversight**

*Two entities provide oversight to the Department, the Office of Independent Review (OIR) and the Civilian Public Safety Advisory Board (CPSAB). These models are not sufficiently well known in the community and need to be strengthened. In addition, the two entities should operate collaboratively to ensure police oversight is efficient, impartial, credible, transparent, and highly effective.*

*The Citizens’ Public Safety Advisory Board (CPSAB) was not given sufficient authority to perform effective citizen oversight, and its relationship to the OIR was not sufficiently defined from the outset. As a result of these flaws, CPSAB was not an effective tool for civilian oversight of the Department.*

**Recommendation #1:** A new Civilian Oversight Board (COB) should be created to replace CPSAB.

V O T E		
RECOMMENDATION #1		
<input type="checkbox"/> YES	<input type="checkbox"/> NO	<input type="checkbox"/> ABSTAIN

**Recommendation #2:** The Civilian Oversight Board will consist of 11–13 voting Members, able to set aside bias, and serve a 3-year term. Half of the initial COB Members will serve a 2-year term to provide staggered membership changes.

- Nominees may be recommended by community-based organizations, fellow residents, or by self-application.
- The COB must be racially, ethnically, and socio-economically diverse, representative of the diversity of the City of Fresno to the greatest extent possible.
- Members will be appointed by the Mayor and confirmed by a supermajority (2/3) vote of the Fresno City Council.
- Members:
  - Must be a resident of the City of Fresno;
  - Must not be a current elected official in the City or County of Fresno; and
  - Must not be an employee of the City of Fresno.
- One member should be selected from each of the seven (7) Council Districts. Council members may recommend selections to the Mayor.
- Every iteration of the Board should also include the following:
  - One member should be a former public defender;
  - One member should be a professor of criminology, sociology, or a related discipline;
  - One member should be a former police officer; and
  - One member should be under the age of 21.
- There should be two (2) other at-large members (no professional affiliations required as listed above).
- A misdemeanor or felony conviction shall not automatically disqualify an applicant from serving on this Board.

- Members of this Board must be fair and impartial and perform their duties in strict accordance with the law governing the performance of quasi-judicial functions, including appropriate requirements for the avoidance of conflict of interest, preservation of confidentiality when required, Form 700 reporting, and ex parte contacts regarding quasi-judicial matters.
- COB members should be reasonably compensated.

V O T E		
RECOMMENDATION #2		
<input type="checkbox"/> YES	<input type="checkbox"/> NO	<input type="checkbox"/> ABSTAIN

**Recommendation #3:** The functions of COB shall include the following:

- Review of OIR Complaint Intakes
- Review of Department and OIR use of force determinations
- Review of disciplinary actions related to the use of force and other public complaints
- The authority to make budget recommendations
- Review reports from OIR on hiring and promotions to ensure diversity and make procedural recommendations
- Provide input on the hiring of future police chiefs
- Review and make recommendations based upon community surveys of Fresno residents regarding policing
- Review and make recommendations based upon surveys of attitudes and concerns of police Department employees
- Receive input and make recommendations regarding the efficacy of special units within the police Department
- Receive reports from OIR regarding police training, and make recommendations regarding changes in training where appropriate to ensure safe, community-oriented policing
- Conduct reviews of FPD policies and practices either at COB’s behest or the request of the OIR or Department
- Produce at least one public report annually
- Engage in community outreach to ensure the community is aware of avenues to redress complaints against officers or the Department

V O T E		
RECOMMENDATION #3		
<input type="checkbox"/> YES	<input type="checkbox"/> NO	<input type="checkbox"/> ABSTAIN

**Recommendation #4:** Except as provided by state law, COB meetings will be open to the public, and community engagement is encouraged through active advertising of upcoming meetings and decisions. Documents reviewed by the COB must be made publicly available and accessible, to the extent permissible by law. The COB will be required to seek input from the community as to its effectiveness and operation. Pursuant to the CA Peace Officers Bill of Rights, any discussion of disciplinary actions will occur in closed session. Police officers may waive the right to have their matters heard in closed session.

V O T E		
RECOMMENDATION #4		
<input type="checkbox"/> YES	<input type="checkbox"/> NO	<input type="checkbox"/> ABSTAIN

**Recommendation #5:** The City should change and reinforce the bodies that currently provide oversight to the Department.

V O T E		
RECOMMENDATION #5		
<input type="checkbox"/> YES	<input type="checkbox"/> NO	<input type="checkbox"/> ABSTAIN

*The OIR was supposed to be based upon “the key principles of independence; fairness, integrity and honesty; transparency; participation of stakeholders; acceptance, cooperation and access; and obedience to legal constraints.” However, OIR exists within the City Manager’s Office and lacks the independence and powers need to conduct independent neutral investigations and evaluations of the Department.*

**Recommendation #6:** The Office of Independent Review should be strengthened and shall include the following functions and responsibilities:

- a. Review IA investigations
- b. Be involved in ongoing investigations
- c. The Internal Reviewer or OIR shall be the Executive Director of the COB
- d. Have the authority to independently initiate investigations
- e. Attend interviews of complainants, public witnesses, and sworn officers with ability to ask questions
- f. Have full access to investigation files
- g. Evaluate whether an investigation is complete, thorough, and objective
- h. Ability to compel interviews and documents from FPD
- i. Assist COB in carrying out its functions.

V O T E		
RECOMMENDATION #6		
<input type="checkbox"/> YES	<input type="checkbox"/> NO	<input type="checkbox"/> ABSTAIN

**Response to calls with a mental, physical, or behavioral health component**

*The City currently partners with the County to provide the services of a Crisis Intervention Team (CIT) to respond to crisis calls with a mental or behavioral health component. The Officers assigned to this Unit have received specialized mental health training, and in conjunction with County mental health professionals, have responded to approximately 7,000 calls since its inception, with 38% of these calls resulting in 5150 holds. In discussions with County representatives, there was no doubt this partnership has been successful, but it does appear that there is an opportunity for this program to further evolve to the point in which calls could be handled by mental health professional exclusively, which is how calls are currently handled*

*elsewhere within Fresno County. There are a number of programs, in particular, the “CAHOOTS” model from Eugene, Oregon, and/or the model(s) used by Los Angeles County, San Francisco, Denver, that address calls for service related to mental and behavioral health issues, which do not use police officers as first responders in most cases. The current CIT program was created with a five-year contract between Fresno City and County and expires in 2022.*

**Recommendation #7:** Police officers should not be dispatched for calls relating to mental health or behavioral issues of a non-violent nature. The City should increase reliance on behavioral health and trained medical professionals to respond to such calls. The City Council should form a working group to use the remaining two years of the CIT contract to develop a new model for responding to calls with a behavioral or mental health component tailored to the particular needs and resources available in Fresno. The Commission further recommends that the City develop specific training for dispatchers to recognize calls with a mental or behavioral health component in coordination with the new crisis intervention approach as well as expand the Department’s mental health and de-escalation training to include the same level of training currently being provided to members of the CIT.

V O T E		
RECOMMENDATION #7		
<input type="checkbox"/> YES	<input type="checkbox"/> NO	<input type="checkbox"/> ABSTAIN

**Recommendation #8:** The American Ambulance has developed a concept that is consistent with the foregoing recommendation to rely on medical and mental health professionals to respond to mental health calls in lieu of a law enforcement response. The City should work with Fresno County Behavioral Health to certify specially trained paramedics to write Code 5150 holds on people that meet the criteria for a mental evaluation.

V O T E		
RECOMMENDATION #8		
<input type="checkbox"/> YES	<input type="checkbox"/> NO	<input type="checkbox"/> ABSTAIN

**Recommendation #9:** The Commission recommends that the City invest in critical bed space for behavioral treatment facilities for juveniles and adults that respond to community needs.

V O T E		
RECOMMENDATION #9		
<input type="checkbox"/> YES	<input type="checkbox"/> NO	<input type="checkbox"/> ABSTAIN

**Recommendation #10:** The Commission recommends identifying a dedicated stream of funding for mental health professionals.

V O T E		
RECOMMENDATION #10		
<input type="checkbox"/> YES	<input type="checkbox"/> NO	<input type="checkbox"/> ABSTAIN

**Use of Force**

*The current use of force policy relies on the “objectively reasonable” standard provided by federal Constitutional law (Graham v. Conner (1989) 490 U.S. 386). The City’s use of force*

*policy should be more protective than that standard and more specific in its guidance to officers in making decisions on how to employ force during encounters with civilians. Further, SB 230 requires that the use of force policies include a “requirement that officers use de-escalation techniques, crisis intervention tactics, and other alternatives to force when possible.” It should be noted that AB 1196 completely bans the use of carotid restraints or chokeholds.*

**Recommendation #11:** The preamble to the use of force policy should state that its purpose is to prevent unnecessary force, ensure accountability and transparency, and ensure the community’s trust and confidence in the Department’s ability to protect and serve. It shall be the utmost priority and mission of the Department to protect and serve all individuals of Fresno and to respect the inherent life, liberty, dignity, and worth of all individuals by preserving human life and minimizing physical harm and reliance on use of force, and by conducting their duties without prejudice. The Fresno Police Department Policy Manual, in particular 300 Use of Force, and other force provisions and training should be updated to reflect these concepts.

V O T E		
RECOMMENDATION #11		
<input type="checkbox"/> YES	<input type="checkbox"/> NO	<input type="checkbox"/> ABSTAIN

**Recommendation #12:** Law enforcement officers of the Department shall only use physical force when no other viable option is available. In all cases where force is used, only the minimum degree of force which is necessary shall be employed. The minimum degree of force is the lowest level of force within a range of what is objectively necessary or reasonable to effect an arrest or achieve a lawful objective. To further the aim of minimal reliance on force, all law enforcement officers must carry on their person at all times at least one less-lethal weapon.

V O T E		
RECOMMENDATION #12		
<input type="checkbox"/> YES	<input type="checkbox"/> NO	<input type="checkbox"/> ABSTAIN

**Recommendation #13:** The Use of Force Policy 300 should be modified to require the use of de-escalation techniques, as specified according to SB 230.

V O T E		
RECOMMENDATION #13		
<input type="checkbox"/> YES	<input type="checkbox"/> NO	<input type="checkbox"/> ABSTAIN

**Recommendation #14:** The use of force policy should state that deadly force may be used only for the protection of human life.

V O T E		
RECOMMENDATION #14		
<input type="checkbox"/> YES	<input type="checkbox"/> NO	<input type="checkbox"/> ABSTAIN

**Recommendation #15:** The level of resistance faced by the officer, and the extent to which it is treated, should be weighed in determining the application of the use of force. With respect to the conduct of the subject, the use of force should also be based on whether the subject is

- compliant,
- passively resistant,
- actively resistant or,
- assaultive, aggressive, or combative.

V O T E		
RECOMMENDATION #15		
<input type="checkbox"/> YES	<input type="checkbox"/> NO	<input type="checkbox"/> ABSTAIN

**Recommendation #16:** The Fresno Police Policy Manual should be amended to provide that an officer’s use of deadly force will be assessed in light of the officer’s tactical conduct and decisions leading up to the use of force. Where possible, a verbal warning or verbal warnings shall be given before the use of deadly force.

V O T E		
RECOMMENDATION #16		
<input type="checkbox"/> YES	<input type="checkbox"/> NO	<input type="checkbox"/> ABSTAIN

**Recommendation #17:** The existing Fresno Police Policy Manual 300.6.3 “Moving Vehicles” does not prohibit reaching into an already moving vehicle. Officers should not reach into already moving vehicles.

V O T E		
RECOMMENDATION #17		
<input type="checkbox"/> YES	<input type="checkbox"/> NO	<input type="checkbox"/> ABSTAIN

**Police Culture**

*Improving the culture at the Department is imperative. In December of 2015, an independent survey by the Josephson Institute of ethics revealed a culture of low morale at the Department, particularly in the civilian and patrol units. This study demonstrates that morale was low, in part due to inconsistent application of discipline within the Department and due to the demographics of the Department not being fully reflective of the Fresno population. While there may have been efforts to address the underlying issues at that time, it is difficult to determine the amount of progress that has been made since the last surveys were conducted.*

**Recommendation #18:** Recommend that COB develop surveys and other means of assessing the culture of the Department and attitudes of individual police officers in a way that is objective, accurate, and credible. The survey should:

- Use some metrics that were used in past surveys so you can collect data over time
- Use a third-party expert(s) to assist in the development of additional tools and measurements/metrics for evaluations

- Attitudes towards police officers should also continue to be measured on an ongoing basis. Such surveys should also continue to elicit input regarding the appropriate role of policing in the community.
- Analysis of the above studies should be conducted with a recognition of the underlying societal difficulties that police are asked to address

V O T E		
RECOMMENDATION #18		
<input type="checkbox"/> YES	<input type="checkbox"/> NO	<input type="checkbox"/> ABSTAIN

**Discipline**

*Statements by individual employees and lawsuits filed against the Department indicate a failure to enforce disciplinary standards equally and consistently within the Department undermines morale and raises issues of favoritism and inequality.*

**Recommendation #19:** The Department should improve its early intervention system (EAS) patterns of behavior by individual officers that suggest the need for intervention or additional training.

V O T E		
RECOMMENDATION #19		
<input type="checkbox"/> YES	<input type="checkbox"/> NO	<input type="checkbox"/> ABSTAIN

*In the current policy (340.9), the decision to document a corrective action in an employee's file is discretionary. By allowing the supervisor to determine whether an employee's discipline is noted in their personnel file, the policy discourages employee independence from the supervisor. It decreases the likelihood that the employee will be comfortable disagreeing with their supervisor or reporting issues with their supervisor, as allegiance to the supervisor may impact the supervisor's decision to document the employee's discipline.*

**Recommendation #20:** All corrective action should be documented in an employee's personnel file.

V O T E		
RECOMMENDATION #20		
<input type="checkbox"/> YES	<input type="checkbox"/> NO	<input type="checkbox"/> ABSTAIN

*Clarity around how discrimination complaints involving the public will be addressed provides clarity for all employees and the public regarding the appropriate methods to report such complaints and how they will be resolved Current policy 341.2 states that officers may be subject to discipline for discrimination of the public, but the discrimination enforcement policy contained in 328 does not explicitly and clearly state how complaints of discrimination against the public will be resolved.*

**Recommendation #21:** The City should clarify and provide for a robust process by which members of the public can make complaints of discrimination against police officers.



V O T E		
RECOMMENDATION #21		
<input type="checkbox"/> YES	<input type="checkbox"/> NO	<input type="checkbox"/> ABSTAIN

*There are inconsistencies in reporting experienced discrimination vs. witnessed discrimination (328.3.1 & 328.4). When a member witnesses or knows about a violation of the policy, that member may report to their supervisor, higher supervisor, IA directly, Personnel services, or City. When an individual is a victim of discrimination and knows it is not a result of miscommunication, that individual must report to their supervisor. This policy does not provide options for the victim to report outside their immediate chain of command. The current policy provides fewer options for the victims of discrimination to report that discrimination than have witnesses of discrimination. Victims of discrimination must have options to report outside of the Department to reduce the risk of any adverse consequences of reporting.*

**Recommendation #22:** The City’s workplace discrimination policy should be amended to provide victims of discrimination the same protections that witnesses are afforded.

V O T E		
RECOMMENDATION #22		
<input type="checkbox"/> YES	<input type="checkbox"/> NO	<input type="checkbox"/> ABSTAIN

*Complaints of discrimination may, on occasion, arise from misunderstandings. However, policy 328 seems to suggest that they are frequently the result of miscommunications or misunderstandings, which implicitly undervalues the importance of complaints of discrimination. Of course, misunderstanding or miscommunication may be a defense to an allegation of discrimination, but policies generally do not suggest on their face defenses to a violation.*

**Recommendation #23:** Eliminate all references to “misunderstanding or lack of communication” in Policy 328.

V O T E		
RECOMMENDATION #23		
<input type="checkbox"/> YES	<input type="checkbox"/> NO	<input type="checkbox"/> ABSTAIN

*Policy 340.3 provides that investigations should be completed within one year of the discovery of the allegation unless such investigation falls within an exception. Minor and moderate incidents requiring discipline can be investigated on a shorter timeline, and prompt resolution of an incident is essential. Tension remains within the Department and potentially between employees, while an investigation is ongoing until a resolution is reached. The employee being disciplined may experience uncertainty regarding their position, and this may affect their performance.*

**Recommendation #24:** Investigations should be completed within six months unless the incident is of a complex or difficult nature that would require additional time to be investigated.

V O T E		
RECOMMENDATION #24		
<input type="checkbox"/> YES	<input type="checkbox"/> NO	<input type="checkbox"/> ABSTAIN

*Policy 340.4.1 provides that letters of counseling/oral counseling, oral reprimands, and documented reprimands shall remain in an officer’s file for at least twelve months and may be removed thereafter. This time frame is an unusually short period to retain such documents. Longer retention ensures that patterns of behavior can be effectively identified and progressive discipline.*

**Recommendation #25:** Documented reprimands should remain in the employee file for three years and be removed thereafter. The decision to remove them from the file should not be discretionary.

V O T E		
RECOMMENDATION #25		
<input type="checkbox"/> YES	<input type="checkbox"/> NO	<input type="checkbox"/> ABSTAIN

*EEO law requires that all complaints of discrimination and harassment by fellow employees/officers be promptly investigated. Often, these investigations are conducted by third-party workplace harassment investigators to ensure neutrality.*

**Recommendation #26:** Policies regarding the investigations of such internal complaints should be updated to emphasize the need to complete such investigations in a timely manner. The use of outside investigators should be considered where there is a reasonable concern regarding impartiality or conflict.

V O T E		
RECOMMENDATION #26		
<input type="checkbox"/> YES	<input type="checkbox"/> NO	<input type="checkbox"/> ABSTAIN

**Recommendation #27:** Collective bargaining agreements should include a morality and behavior clause that limits the City’s liability for behavior deemed inappropriate and improper for our officers to engage.

V O T E		
RECOMMENDATION #27		
<input type="checkbox"/> YES	<input type="checkbox"/> NO	<input type="checkbox"/> ABSTAIN

**Utilization of Alternative Resources**

*Patrol officers frequently lack the “uncommitted time” necessary to engage with the community. One way to address this concern is to utilize other resources, both within and outside the Department, to address lower priority calls for service. Patrol Officers should prioritize investigating and responding to violent crime.*

**Recommendation #28:** Fresno Patrol Officers should not;

- Respond to low-risk non-criminal calls

- Respond to victims of property-related crimes where the crime occurred more than 24 hours before the call
- Respond to routine calls (i.e., non-violent) to homeless encampments or involving unhoused individuals

V O T E		
RECOMMENDATION #28		
<input type="checkbox"/> YES	<input type="checkbox"/> NO	<input type="checkbox"/> ABSTAIN

**Recruiting/Hiring/Promotions**

*A critical component for improving both the culture of the Department and its relationship with the community is ensuring a high level of diversity in the Department as well as strong representation of women. In 2017 the Department shifted funding that was being used to help in recruiting Officers from other jurisdictions to attract candidates from the community. Nevertheless, approximately 46% of the Department’s sworn positions are non-white, and only 11.5% are female 4.6% African American and only 7.2% Asian American. Current Department efforts to recruit a diverse police force remain largely ineffective and lack a comprehensive strategy to close the gap. While there are ongoing efforts such as the expansion of the Cadet Program (which provides for costs and pay for attendance of the police academy), additional resources should be allocated to the recruitment and support of the Department to reflect Fresno’s diversity.*

**Recommendation #29:** The City should prepare an "Equity in Recruiting, Hiring, and Promotions Plan" to determine and adopt best practices for a diverse Police Department reflective of the Fresno Community." The Civilian Oversight Board should develop this plan in consultation with third-party experts and staff. The City should provide an appropriate budgetary commitment for contracting with a third-party expert to improve outreach and support efforts. The Civilian Oversight Board should measure the effective implementation of this plan using specific metrics included in the plan and include this analysis as a consideration in the evaluation of the police chief.

- Develop demographically specific approaches to professional advancement.
- Create a 20-year data set that tracks women and men by race in police leadership positions relative to the police population as a whole in FPD.
- Set realistic 5-, 10-, and 15-year targets for shifting the composition of leadership based on the above data, compliant with state law
- Examine the evaluation tools and the process of hiring, evaluating, and promoting officers for movement in rank. (See examples of bias interrupters used in managerial positions.)

V O T E		
RECOMMENDATION #29		
<input type="checkbox"/> YES	<input type="checkbox"/> NO	<input type="checkbox"/> ABSTAIN

**Recommendation #30:** If there are conditions or requirements at the Department that tend to deter female applications or discriminate against females, they should be remedied.

V O T E		
RECOMMENDATION #30		
<input type="checkbox"/> YES	<input type="checkbox"/> NO	<input type="checkbox"/> ABSTAIN

*The Department has recently expanded its recruiting efforts with local educational institutions, such as California State University, Fresno and Fresno City College, but despite the increase in students interested in public safety, policing remains less popular.*

**Recommendation #31:** The City should continue to work with California State University, Fresno, Fresno City College, and other local educational institutions to expand the appeal of policing with the Department as a career path.

V O T E		
RECOMMENDATION #31		
<input type="checkbox"/> YES	<input type="checkbox"/> NO	<input type="checkbox"/> ABSTAIN

*There is a disproportionately low number of African American and South East Asian officers serving with the Department. The discrepancy may be attributable to cultural or other types of barriers in the hiring process.*

**Recommendation #32:** The Civilian Oversight Board should conduct a review of all aspects of the hiring process and make appropriate public recommendations on conditions and obstacles that may prevent otherwise qualified applicants from joining the force

V O T E		
RECOMMENDATION #32		
<input type="checkbox"/> YES	<input type="checkbox"/> NO	<input type="checkbox"/> ABSTAIN

*Minority representation at higher levels in the Department lags minority representation at the police officer and sergeant levels. In particular, Hispanic officers are not represented in supervisory roles to the degree they are in the rank-and-file of the Department and the population of the City. Additionally, there appears to be a pattern of promoting African American officers up to but not past the sergeant position.*

**Recommendation #33:** The Civilian Oversight Board should review the promotional process to ensure diversity throughout the ranks of the organization

V O T E		
RECOMMENDATION #33		
<input type="checkbox"/> YES	<input type="checkbox"/> NO	<input type="checkbox"/> ABSTAIN

*There are two criteria used to determine whether a police officer is not entitled to qualified immunity. First, the officer’s conduct must violate a constitutional right. Second, that violation must be a matter of “clearly established law.” It is the second criterion that is problematic. The “clearly established law” standard depends on the existence of cases adjudicated in court with nearly identical facts. Consequently, it often allows some of the most egregious instances of*

*misconduct to go unpunished. Absent reform, it is possible that actions that are clearly proscribed by Department policies or other widely recognized constraints (standards, guidelines, etc.) will not be regarded as “clearly established law” and thus be protected by qualified immunity.*

**Recommendation #34:** Appropriate officials should, (including the City Council and the Mayor), urge state and federal legislators to make a formal recommendation that Congress revise the doctrine of Qualified Immunity.

V O T E		
RECOMMENDATION #34		
<input type="checkbox"/> YES	<input type="checkbox"/> NO	<input type="checkbox"/> ABSTAIN

**Financial Reporting/Tracking**

*The City’s financial system/software is 20 years old. It does not capture the level of information needed to adequately track expenses, which makes it challenging to evaluate the overall cost-effectiveness of different operations and/or programs and prevents transparency and accountability to the public.*

**Recommendation #35:** The City needs to expedite the installation/conversion of its’ financial reporting software to provide all City Departments, and more importantly the public, with a level of financial information that can be used to evaluate operational efficiencies and in a manner that is easily understood to improve the level of transparency and accountability to the public.

V O T E		
RECOMMENDATION #35		
<input type="checkbox"/> YES	<input type="checkbox"/> NO	<input type="checkbox"/> ABSTAIN

**Recommendation #36:** The City should engage in a participatory budgeting process to determine community priorities.

V O T E		
RECOMMENDATION #36		
<input type="checkbox"/> YES	<input type="checkbox"/> NO	<input type="checkbox"/> ABSTAIN

**Recommendation #37:** The Commission suggests mitigating the influence of the Police union (FPOA) regarding our City budget and administrative decisions in our City.

V O T E		
RECOMMENDATION #37		
<input type="checkbox"/> YES	<input type="checkbox"/> NO	<input type="checkbox"/> ABSTAIN

**Recommendation #38:** In the interim, and to capture at an hourly rate that reflects these costs, the Department should develop internal financial reports in which workers’ compensation, liability, and fleet expenses are expensed by Division, and in some cases at the Section level (e.g., worker’s compensation, liability) rather than allocating these costs within the Administrative and Grants Division budgets.

V O T E		
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RECOMMENDATION #38		
<input type="checkbox"/> YES	<input type="checkbox"/> NO	<input type="checkbox"/> ABSTAIN

**Recommendation #39:** The Fresno Police Department should semi-annually disclose up-to-date disaggregated financial data through an accessible online database that allows community members to download, search, and analyze its expenditures and clearly identify trends and use of taxpayer dollars.

V O T E		
RECOMMENDATION #39		
<input type="checkbox"/> YES	<input type="checkbox"/> NO	<input type="checkbox"/> ABSTAIN

**Staffing Levels**

*The Department reports employing 1.52 sworn officers per 1,000 people. This staffing ratio meets the goal to attain and maintain 1.5 unrestricted officers per 1,000 residents outlined in the City of Fresno General Plan to attain and maintain optimum levels of service. However, the amount of time lost due to workers’ compensation, sick, training, and now COVID-19 and created an over-reliance on the use of overtime is impacting the number of sworn personnel available to respond to calls for service. The creation of Special Teams (e.g., SRO, SRNO, FAX) and/or other assignments further dilutes the number of sworn positions that could respond to calls made by the public.*

**Recommendation** The Department should conduct a staffing analysis to determine how much non-productive time is lost due to various leaves of absences for both sworn and civilian personnel in each Division and Section, including any other tasks (e.g., training, court appearances) that reduce the total number of hours needed to adequately support the core functions of each Division and/or Section. Based on this analysis, the Department can determine the cost-effectiveness of hiring permanent staff rather than continuing its reliance on overtime, which can also lead to fatigue and potentially a higher number of workers’ compensation claims and costs.

V O T E		
RECOMMENDATION #40		
<input type="checkbox"/> YES	<input type="checkbox"/> NO	<input type="checkbox"/> ABSTAIN

**Recommendation #41:** The City and the Department should evaluate the overall effectiveness of its current workers’ compensation and wellness programs to increase the number of available work hours and reduce the costs in workers’ compensation related expenses.

V O T E		
RECOMMENDATION #41		
<input type="checkbox"/> YES	<input type="checkbox"/> NO	<input type="checkbox"/> ABSTAIN

**Recommendation #42:** The City and the Department should evaluate the type of calls and/or work that is currently performed by sworn personnel and determine if utilizing Community Services Officers (CSO) could be used to perform some of this work. Further, whether the job requirements associated with the CSO classification should be amended to provide additional flexibility in the type of work performed by a CSO. The City and the Department should evaluate the function and overall effectiveness of each special unit to determine the extent to which specialized units are effective in their goals and their cost-benefit ratio. Specialized units should have precise unduplicated functions and metrics, and these should be

reported on an annual basis through an accessible database that allows the public to assess special unit trends, related expenditures, and outcomes.

V O T E		
RECOMMENDATION #42		
<input type="checkbox"/> YES	<input type="checkbox"/> NO	<input type="checkbox"/> ABSTAIN

**SRO and SRNO Agreements**

*It is not clear what problem(s) that the SRO and SRNO programs were intended to correct. Research has shown that the increased presence of law enforcement in schools results in increased citations and arrests of students for minor offenses, causing lasting harm to youth and putting students at higher risk of becoming involved in the justice system. The Department’s Tobacco Grant empowers the Department to conduct school site inspections before, during, and after school to seek underage students to cite.*

**Recommendation #43:** The City should not enter into contracts for policing with school districts. The City should encourage school districts to engage in investments that will provide a more positive experience leading to positive outcomes for students.

V O T E		
RECOMMENDATION #43		
<input type="checkbox"/> YES	<input type="checkbox"/> NO	<input type="checkbox"/> ABSTAIN

**SRO/SRNO Contract Rates/Grant Funded Positions**

*The current SRNO agreement with Fresno Unified School District (FUSD) requires the General Fund to subsidize 50% of the cost of the program. This is due to the expiration of a grant that was previously used to fund the City’s portion of the agreement. As noted previously, the actual number of sworn positions within the Patrol Division, and elsewhere within the Department, are impacting the Department’s ability to timely respond to calls. It is also important to note that the current SRO Agreements with CUSD and FUSD pay 100% and 95% of the cost of an Officer, respectively.*

**Recommendation #44:** The City should not enter into grants that do not contemplate the sustainability of funding once the grant terminates.

V O T E		
RECOMMENDATION #44		
<input type="checkbox"/> YES	<input type="checkbox"/> NO	<input type="checkbox"/> ABSTAIN

**Recommendation #45:** The City and School Districts should prioritize the use of tax dollar funds to increase safety in schools and surrounding neighborhoods by investing in neighborhood development and improvements, such as installing and repairing side-walks, street lights, home improvement programs, after-school programs, and youth job creation to create long-term neighborhood safety.

V O T E		
RECOMMENDATION #45		
<input type="checkbox"/> YES	<input type="checkbox"/> NO	<input type="checkbox"/> ABSTAIN

**Special Assignments**

*Several Special Assignments have been created within the Patrol and Patrol Support Divisions that reduce the number of sworn positions available to respond to calls from the public. While some of these Special Assignments have bolstered the number of positions budgeted, the Department is limited to how these positions can be utilized. The Department also contracts with other businesses and organizations to provide sworn officers at a rate lower than what is charged to the school districts. The Department spends over \$1 million on the Proactive Policing Team/Neighborhood Safety Team, which works to implement “community policing” activities. This demonstrates a lack of understanding of community policing as a Department.*

**Recommendation #46:** The City of Fresno should transfer the following functions and associated budget to other Departments whose core missions are better aligned with the intended functions and outcomes:

- Crisis Intervention Team
- FAX Unit
- Graffiti Unit
- Violence Intervention and Community Services
- Homeless Task Force
- Recycling Task Force

V O T E		
RECOMMENDATION #46		
<input type="checkbox"/> YES	<input type="checkbox"/> NO	<input type="checkbox"/> ABSTAIN

**Special Assignments/Outside Contract Rates**

**Recommendation #47:** The City should further evaluate the function and overall effectiveness of all special unit assignments to determine the extent to which they are necessary, duplicative, and their cost-benefit ratio. Specialized units similar in scope and function should be merged and/or eliminated. Remaining special units should have clearly outlined functions, goals, and measurable metrics, including but not limited to:

- SWAT
- Vice
- CCATT
- Street Violence Unit
- MAGEC
- ACT Team
- Robbery Unit
- Felony Assault Unit
- HIDTA Unit
- Neighborhood Safety Unit

V O T E		
RECOMMENDATION #47		
<input type="checkbox"/> YES	<input type="checkbox"/> NO	<input type="checkbox"/> ABSTAIN

**Recommendation #48:** The Department should integrate respectful, consistent, and meaningful community engagement and input into all functions of the Department. All officers and personnel should be trained to work with citizens to identify and implement long-term solutions to quality of life issues.



V O T E		
RECOMMENDATION #48		
<input type="checkbox"/> YES	<input type="checkbox"/> NO	<input type="checkbox"/> ABSTAIN

**Recommendation #49:** The current contract hourly rate for Fresno and Central unified school districts SRO contracts is \$67.86 per hour, which does include the incremental cost for workers’ compensation related expenses but does not include other costs such as liability or fleet-related expenses (e.g., fuel, maintenance). The contract hourly rate paid by local businesses and other entities is \$58.52, which is 13.8% lower and does not include any costs noted above. Therefore, in the interim, prior to the adoption of a Cost Allocation Plan, the Department needs to present an amendment to the City’s Master Fee Schedule to the City Council so that all contract hourly rates are consistent.

V O T E		
RECOMMENDATION #49		
<input type="checkbox"/> YES	<input type="checkbox"/> NO	<input type="checkbox"/> ABSTAIN

**Asset Management/Lifecycle Replacement Costs**

*The Department does not adequately track the lifecycle or replacement costs of assets resulting in the inability to capture the cost of providing services as well as the inability to determine if the City properly funds the ongoing cost of maintaining these assets.*

**Recommendation #50:** The Department should develop and consistently utilize a systemic approach to physical asset management throughout the entire lifecycle. This monitoring should include tracking assets by assignment and costs to operate, maintain, and replace.

V O T E		
RECOMMENDATION #50		
<input type="checkbox"/> YES	<input type="checkbox"/> NO	<input type="checkbox"/> ABSTAIN

**Recommendation #51:** The City needs to commission a study to calculate the lifecycle and replacement costs of all City-owned assets, with the priority on the Police and Fire Departments, to determine the cost of bringing these assets into a good state of repair as well as the ongoing cost of properly maintaining these assets over their expected life. The commission should identify potential funding sources to adequately address this need. No further Department capital investments should be made unless they include lifecycle and future replacement costs, as well as the source of funds used to fund these costs.

V O T E		
RECOMMENDATION #51		
<input type="checkbox"/> YES	<input type="checkbox"/> NO	<input type="checkbox"/> ABSTAIN

**Allocation of Liability Expenses**

*A review of information of liability related expenses over the last 10 years shows that on average, the cost of litigation in which a settlement or verdict has been reached is approximately \$14.8 million or \$1.48 million per year. Furthermore, the City has expended approximately \$3.4 million (\$259,538 per year) defending cases that were dismissed and/or the City prevailed. It*

*should be noted that these costs do not include cases that are still open or on appeal. In one case (RM2015035846), an award of \$4.7 million is currently on appeal by the City.*

**Recommendation #52:** The City should evaluate the means by which liability costs are allocated, including an evaluation of individual liability insurance of officers versus self-insurance currently used by the City.

V O T E		
RECOMMENDATION #52		
<input type="checkbox"/> YES	<input type="checkbox"/> NO	<input type="checkbox"/> ABSTAIN

**Recommendation #53:** An assessment of each of the cases that resulted in a claim that was paid by the City on behalf of the Department should be conducted to determine if trends in behaviors, units, officers, or other relevant factors are present that result in a liability to the City. The City should implement necessary changes to Department policies to require further mandatory psychological testing of officers involved in incidents in addition to testing for drugs, alcohol, anabolic steroids, and any other substances which may cause impairment after a critical incident.

V O T E		
RECOMMENDATION #53		
<input type="checkbox"/> YES	<input type="checkbox"/> NO	<input type="checkbox"/> ABSTAIN

**Recommendation #54:** The cost of liability claims should be assigned by Division, Section, and in some cases, Special Assignments in which expenses are tracked.

V O T E		
RECOMMENDATION #54		
<input type="checkbox"/> YES	<input type="checkbox"/> NO	<input type="checkbox"/> ABSTAIN

**Partnerships with Community Based Organizations**

*The City has historically initiated various strategies aimed at improving the quality of life of residents in many of the older portions of the community that were never strategically deployed in a manner that would effectively address the variety of issues negatively impacting community safety in many of the older neighborhoods.*

**Recommendation #55:** The City should support a partnership with a local community-based organization. The cost of this new partnership would be about \$230,000 annually. The City and the selected CBO will convene a team responsible for developing and initiating a comprehensive and strategic plan to improve the overall safety, health, and wellbeing of the community, leading to the prevention of issues such as Family Violence, Gang Violence, and Sex Trafficking.

V O T E		
RECOMMENDATION #55		
<input type="checkbox"/> YES	<input type="checkbox"/> NO	<input type="checkbox"/> ABSTAIN

**Recommendation #56:** Disband the Homeless Task Force and reallocate resources to social services and community-based organizations that provide service to our homeless population.

V O T E		
RECOMMENDATION #56		
<input type="checkbox"/> YES	<input type="checkbox"/> NO	<input type="checkbox"/> ABSTAIN

**Future Topics/Areas of Concerns**

*The manner in which the Department allocates revenues and expenses makes it difficult for the Budget Commission and the public to understand and track how and where resources are allocated (e.g., workers’ compensation, liability, special units). This antecedent in addition to the limited time given to develop Findings and Recommendations, resulted in many areas in which additional review and analysis are warranted.*

**Recommendation #57:** The City should redirect various grant funds toward community-based programs and interventions efforts that increase community safety through preventative approaches and weight the impacts on the Department’s service capacity.

V O T E		
RECOMMENDATION #57		
<input type="checkbox"/> YES	<input type="checkbox"/> NO	<input type="checkbox"/> ABSTAIN

**Supplemental Law Enforcement Services Account (SLESA)**

*The Department receives about \$1,300,600 annually to implement “front line law enforcement services.” These funds are primarily spent on equipment and software, such as police radios, ballistic vests, boots, helmets, etc. California Government Code section 30062 defines “front line law enforcement services” as including anti-gang, community crime prevention, and juvenile justice programs.*

**Recommendation #58:** The City should consider shifting the use of SLESA funds to implement community crime prevention and juvenile justice programs as allowed and defined under *California Government Code section 30062*.

V O T E		
RECOMMENDATION #58		
<input type="checkbox"/> YES	<input type="checkbox"/> NO	<input type="checkbox"/> ABSTAIN

**Board State Community Corrections AB 109 Realignment (BSCC)**

*The Department receives about \$290,600 annually through the AB 109 statewide allocation formula. These funds are primarily used to pay for overtime and training. The goal of AB 109 is to reduce recidivism by funding and to encourage the implementation of local community-based programs and services.*

**Recommendation #59:** The City should consider shifting the use of AB 109 funds to support community violence prevention programs such as Advance Peace and implement youth mentoring, employment, community-based substance use treatment, and other similar programs.

V O T E		
RECOMMENDATION #59		
<input type="checkbox"/> YES	<input type="checkbox"/> NO	<input type="checkbox"/> ABSTAIN

**Justice Assistance Grant (JAG)**

*The Department receives about \$382,100 annually from the Department of Justice, Bureau of Justice Assistance. The JAG program is designed to support a range of program areas, including law enforcement, prosecution, indigent defense, courts, crime prevention, and education, corrections and community corrections, drug treatment and enforcement, planning, evaluation, technology improvement, and crime victim and witness initiatives and mental health programs and related law enforcement and corrections programs, including behavioral programs and crisis intervention teams. These funds are split with the Fresno County Sheriff’s Department and are primarily used to purchase ammunition, lights, taser cartridges, ballistic vests, police radios, K9 food and training, along with other equipment.*

**Recommendation #60:** The City should shift the use of JAG funds to support community-based programs and services such as family violence prevention and intervention services, human trafficking, restorative justice, and similar programs.

V O T E		
RECOMMENDATION #60		
<input type="checkbox"/> YES	<input type="checkbox"/> NO	<input type="checkbox"/> ABSTAIN

**Tobacco Grant**

*The Department receives about \$64,300 annually in accordance with the California State Budget Act and Proposition 56 to perform inspections at the 668 licensed tobacco-related retailers in the City in conjunction with the California Department of Taxes and Fees Administration, Department of Public Health, Code Enforcement, Alcohol Beverage and Control Department, and the American Lung Association. Operations such as “shoulder tap/decoy operations” are conducted to cite those who sell tobacco/cigarettes to minors, training sessions with business owners and their employees, and school site inspections before, during, and after school to look for underage violators. The funds are primarily used to pay for overtime for the ABC officer and other officers to conduct inspections and decoy operations.*

**Recommendation #61:** The City should reallocate Tobacco Grant funds fully to Code Enforcement and focus its efforts on conducting business training, education and compliance activities.

V O T E		
RECOMMENDATION #61		
<input type="checkbox"/> YES	<input type="checkbox"/> NO	<input type="checkbox"/> ABSTAIN

**Chaplaincy Program**

*The Department pays \$75,000 annually to contract with the Fresno Police Chaplaincy. The Fresno Police Chaplaincy program, which is currently the only non-profit under contract with the Department, provides counseling to officers when they encounter personal or professional difficulties as well as youth-oriented services (e.g., RISE, Police Explorers, Teen Police Academy, and Resiliency Center). According to information provided by the Department, the Fresno Police Chaplaincy provided 17,632 hours of programming in FY2020. However, there are elements of this program that may duplicate benefits offered through other Departmental employee benefit programs.*

**Recommendation #62:** The City should evaluate the services provided by the Fresno Police Chaplaincy program to determine if there is any duplication and clearly outline how funding is being used, the cost-benefit of the programs, and clearly articulate and track measurable outcomes. Based on this assessment, the City of Fresno should determine if services should be expanded, decreased, or eliminated.

V O T E		
RECOMMENDATION #62		
<input type="checkbox"/> YES	<input type="checkbox"/> NO	<input type="checkbox"/> ABSTAIN

**Investments in Parks, Green Space, and Recreational Activities**

*Parks, green spaces, and after school opportunities provide safe spaces for young people, decrease violence and offer many other benefits. Yet concerns about neighborhood safety and vandalism, as well as liability concerns can keep school facilities overlooked or underutilized after school hours. Promoting access to safe spaces during non-school hours can be particularly important in California's low-income communities of color where there is often a dearth of parks and green space. Schools can partner with parks and recreation, planning, public works, and other sectors to establish joint/shared use agreements that allow for the use of school facilities for recreation by the public during non-school hours. Increasing access to safe spaces can reduce the risk of violence while promoting physical activity and a sense of community.*

**Recommendation #63:** The Commission recommends that the City explore additional opportunities to establish joint/shared use agreements with community groups to ensure that young people have safe places to be during non-school hours by supporting maintenance for parks and playgrounds (e.g., well-maintained parks and playgrounds provide safe spaces for kids and families for community and sports activities and builds a sense of pride in the neighborhood.) and Community Center community services programs (e.g., tutoring, career/job fairs, science, math or reading times, exercise and dance classes, business/idea development, computer literacy training and coding classes, youth empowerment through entrepreneurial development, education resources for adults seeking ongoing education, etc.).

V O T E		
RECOMMENDATION #63		
<input type="checkbox"/> YES	<input type="checkbox"/> NO	<input type="checkbox"/> ABSTAIN

*Although graffiti and vandalism have been around for centuries, it wasn't until the 1980's that its spread became significant in major urban areas in the United States. By the early 1990's, several California cities responded by requiring retail stores to "lock up" spray paint and markers, and in 1993, the city of Chicago banned the sale of spray paint in all retail stores. The purpose of this pilot project is to deter graffiti in our City by investing in murals and areas that experience high graffiti call rates to eliminate and prevent such vandalism. The murals will add a sense of vibrancy, identity, and a sense of ownership to these areas.*

**Recommendation #64:** The Commission urges the City to invest in a pilot program that will help deter graffiti, overseen by PARCS Department, funded by the \$100,000 from the Graffiti Abatement budget. The Commission also recommends that the City take the following actions:

- a. The City should enter the contract by July 2021.
- b. The City should identify areas of high graffiti and strive to identify mural locations based on these locations.
- c. The City should have 10 murals by July 2022.

- d. The City should measure the effectiveness of the program by comparing calls received for graffiti clean-up.

V O T E		
RECOMMENDATION #64		
<input type="checkbox"/> YES	<input type="checkbox"/> NO	<input type="checkbox"/> ABSTAIN

*Inequities in planning and city government have plagued our community members since the very beginning of our City's inception. Government must take a proactive role through policy development to ensure we are doing our role to close the equity gap whenever possible. Over the last several years, our transportation industry has been revolutionized by advancements in technology. As we allow technology to take its course, we must ensure that disadvantaged residents have equitable access to these technological advances. By requiring a certain percentage of rideshare mobility to be located within disadvantaged neighborhoods, the City would play an active role in increasing transportation access to those residents that historically have been left behind.*

**Recommendation #65:** The Commission recommends that the City incorporate a social equity component in the City's shared mobility policy that requires at least 30% of all shareable transportation (e.g., e-scooters, e-bicycles) to be located in high poverty neighborhoods that lack adequate transportation. This antecedent should include reduced ridership rates for users in the specified areas. Racial and economic equity should also be central to the deployment of any rideshare program.

V O T E		
RECOMMENDATION #65		
<input type="checkbox"/> YES	<input type="checkbox"/> NO	<input type="checkbox"/> ABSTAIN

**Equitable Opportunity**

*The City must invest in the people who have been left behind by geographic and racial disparities. Fresno's poverty rate is 20.8%, nearly double that of the state. The concentration of African Americans and Hispanics living below the poverty level reached 39% and 32.3%, respectively, as of 2017.*

**Recommendation #66:** The Commission recommends the City assemble and implement a Poverty Action Plan to:

- a. Support disadvantaged youth
- b. Design effective mentoring programs
- c. Address the academic barrier to higher education
- d. Expand apprenticeship opportunities
- e. Improve employment outcomes
- f. Provide disadvantaged workers with skills to succeed in the labor market
- g. Address homelessness

V O T E		
RECOMMENDATION #66		
<input type="checkbox"/> YES	<input type="checkbox"/> NO	<input type="checkbox"/> ABSTAIN

**Educational Support**

*Stagnant state funding, rising costs, and possible cutbacks in federal support threaten the viability of California’s subsidized after-school programs, which serve 859,000 low-income students in 4,500 schools across the state.*

**Recommendation #67:** The Commission recommends the City invest more in extra-curricular activities, mentorship programs and work programs, introducing students to new experiences and innovative career opportunities.

V O T E		
RECOMMENDATION #67		
<input type="checkbox"/> YES	<input type="checkbox"/> NO	<input type="checkbox"/> ABSTAIN

*Besides offering a safe place for children while parents are working, after-school and summer programs provide homework help, hands-on science and arts projects, field trips, sports.*

**Recommendation #68:** The Commission recommends that the City fund a pilot program that provides opportunities for heads of households and primary caregivers to achieve the next level of education, with a primary focus on high school diplomas and AA degrees.

V O T E		
RECOMMENDATION #68		
<input type="checkbox"/> YES	<input type="checkbox"/> NO	<input type="checkbox"/> ABSTAIN

**Alternative Community Safety Services Delivery Model**

*Community trust in public safety can be drastically improved as a "guardian mindset" is instilled in public safety employees and all facets of emergency services are better coordinated. Based on the experiences of the Sunnyvale, California Department of Public Safety, DPS members see themselves as community caregivers instead of strict law enforcers in their roles. The additional training and expanded function of DPS members help establish greater trust with the community and an increased sense of community safety.*

**Recommendation #69:** The Commission recommends implementing an integrated public safety model that coordinates all safety components, including Fire Rescue, Emergency Medical Services, and Law Enforcement Services, into one Department, the Department of Public Safety (DPS). In conjunction with an Office of Community Safety, this provides a holistic approach to community safety. Members are referred to as Public Safety Officers establishing a “guardian mindset” as community caregivers instead of a strict law enforcer. The additional training and expanded function of DPS members also help establish greater trust with the community and increases coordinated community safety services.

V O T E		
RECOMMENDATION #69		
<input type="checkbox"/> YES	<input type="checkbox"/> NO	<input type="checkbox"/> ABSTAIN

**Implementation of Restorative Justice**

*Currently the Department works in a limited capacity with the Community Justice Center (CJC) and Fresno Unified School District to employ an alternative to criminal justice adjudication for juvenile offenders. This alternative is referred to as restorative justice. It allows offenders and*

victims to resolve low-level criminal behavior using trained mediators and mentors "pre-arrest," without having the matter referred to a juvenile court. CJC restorative programs: 1) focus on the harms and needs of those harmed, and also on those of the community and the needs of those causing harm; 2) address the obligations that result from the harms for all parties; 3) use inclusive, collaborative processes; 4) involve those with a legitimate stake in the situation including those victimized, harmed, those causing the harm, community members and society; and, 5) seek to repair the harm and put right the wrongs to the extent possible.

**Recommendation #70:** The Commission recommends the City implement Juvenile Diversion strategies as follows:

- The City should contract with the CJC to provide additional restorative justice services for low-level juvenile offenders to resolve the criminal behavior using trained mediators and mentors "pre-arrest" without referral to juvenile court.
- The Department should work collaboratively with CJC to divert juvenile offenders into the restorative justice programs and to participate in the intervention sessions for those impacted by harm.
- The success of the CJC Program should be evaluated as an evidence-based practice utilizing comparative recidivism and re-offense rates as one matrix of success.
- CJC should be expanded to other high school campuses and support additionally trained mentors from grassroots organizations that are culturally appropriate and culturally sensitive, to conduct a minimum of 250 CJC Restorative Justice interventions per year.

V O T E		
RECOMMENDATION #70		
<input type="checkbox"/> YES	<input type="checkbox"/> NO	<input type="checkbox"/> ABSTAIN

### Victims of Crime/Mitigating the Impacts Violence

Evidence shows that early prevention through counseling and/or healing circles mitigate the impact of harm caused by trauma and violence for all parties involved. In addition to community- and campus-based alternatives to criminal justice adjudication, the Commission recognizes the need for trauma-informed outreach and education for communities impacted by violence and crime and have recommendations to mitigate the impact of traumatic experiences on youth and family development.

**Recommendation #71:** The Commission recommends the City increase available funding and resources for counseling and/or restorative healing circles for children, youth, adults and families that have experienced harm.

V O T E		
RECOMMENDATION #71		
<input type="checkbox"/> YES	<input type="checkbox"/> NO	<input type="checkbox"/> ABSTAIN

### Invest in Violence Prevention

In 2020, there has been a 180% increase in gun violence in Fresno. Community-based strategies led by leaders who have built trust in key neighborhoods are needed to turn the cycle of violence. Evidence suggests that violence prevention through community social control and collective efficacy are significant protective factors for gang violence, youth violence, and domestic violence.



**Recommendation #72:** The Commission recommends the City support community-based violence prevention and the sustainability of Advance Peace through multi-year funding. The City’s efforts should include the following objectives:

- Reducing gun violence by 50%.
- Building Advance Peace Fellows to lead community-based violence prevention.
- Begin multi-year support at the end of the current grant cycle in September 2023.

V O T E		
RECOMMENDATION #72		
<input type="checkbox"/> YES	<input type="checkbox"/> NO	<input type="checkbox"/> ABSTAIN

**Homelessness**

**Recommendation #73:** The City should partner with other agencies to develop and implement a more effective process for allocating resources needed to address homelessness in Fresno to provide additional resources, such as more social workers rather than expecting the police department to address an issue that they are not trained or equipped to manage.

V O T E		
RECOMMENDATION #73		
<input type="checkbox"/> YES	<input type="checkbox"/> NO	<input type="checkbox"/> ABSTAIN

