

Regular Council Meeting

March 9, 2023

FRESNO CITY COUNCIL



Supplement Packet

ITEM(S)

3-A (ID 23-388)

WORKSHOP – Status update on Police Reform Commission Recommendations

Contents of Supplement:

PowerPoint Presentation – Recommendations update

Item(s)

Supplemental Information:

Any agenda related public documents received and distributed to a majority of the City Council after the Agenda Packet is printed are included in Supplemental Packets. Supplemental Packets are produced as needed. The Supplemental Packet is available for public inspection in the City Clerk's Office, 2600 Fresno Street, during normal business hours (main location pursuant to the Brown Act, G.C. 54957.5(2)). In addition, Supplemental Packets are available for public review at the City Council meeting in the City Council Chambers, 2600 Fresno Street. Supplemental Packets are also available on-line on the City Clerk's website.

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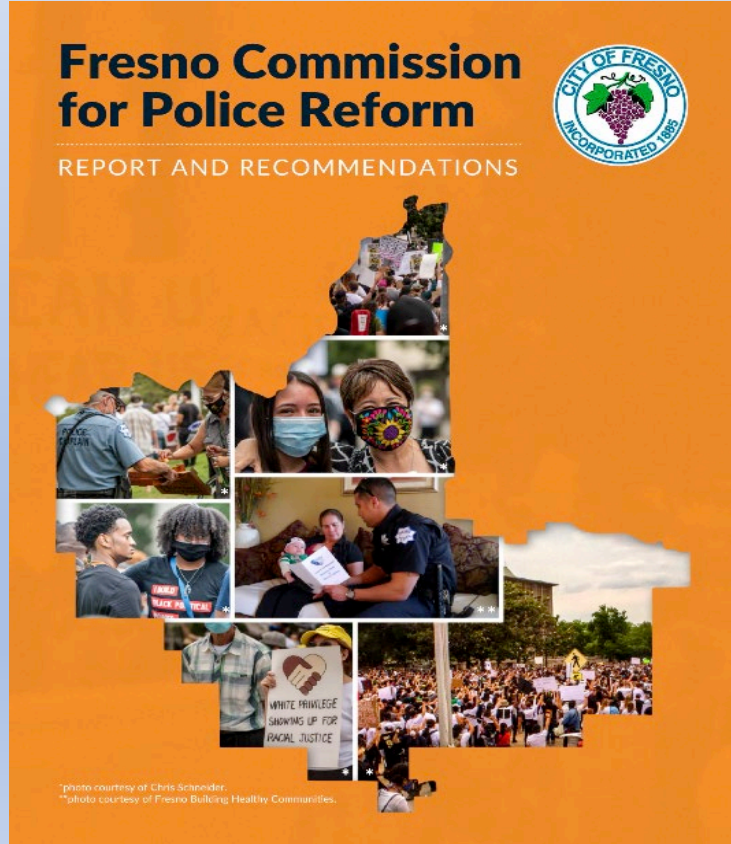
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Fresno Commission on Police Reform: Recommendations Update

Overview

- The Commission was formed on June 11, 2020.
- On October 29, 2020, the Commission approved a final report that included seventy-three recommendations.



Overview

- A Police Reform Implementation Team (PRIT) was also established; seven members selected by Council in consultation with the Mayor and one member selected by Mayor.
- PRIT created four working groups:
 1. Mental Health
 2. Citizen Oversight Board
 3. Community Programming
 4. Discipline
- PRIT was responsible to prioritize, develop, and identify the resources to implement the Commission's recommendations and the manner in which such recommendations may be implemented.

Overview

- The Commission identified the following eight categories which focus on specific recommendations:
 1. Improve Police Oversight
 2. Reduce & Reallocate Responsibilities of PD
 3. Use of Force
 4. Police Culture, Conduct, Bias & Discrimination
 5. Ensure FPD Reflects the Community it Serves
 6. FPD Fiscal Management; Steward of Public Funds
 7. Partnership with Community Organizations
 8. Community-Based Prevention Efforts

Recommendations Update

Improve Police Oversight

No.	Recommendation	Implemented	Implemented by City	In Process/Partially Implemented	Refer to PRIT Working Group	Recommendation Declined	Support but Outside Area of Responsibility
1	New Civilian Oversight Board (COB) to replace Citizens Public Safety Advisory Board (CPSAB)				X		
2	Appointment of members to COB				X		
3	Functions of COB				X		
4	COB meetings open to public; closed session				X		
5	Change bodies that provide oversight to PD				X		
6	Oversight of Office of Independent Review (OIR)				X		

Recommendations Update

Reduce & Reallocate Responsibilities of PD

No.	Recommendation	Implemented	Implemented by City	In Process/Partially Implemented	Refer to PRIT Working Group	Recommendation Declined	Support but Outside Area of Responsibility
7	PD not dispatched to non-violent Mental Health (MH) calls			X			
8	City/County to have certified paramedics			X			
9	Bed space for MH juveniles and adults						X
10	Dedicated funding for MH professionals			X			
28	Officers not to respond to low-risk calls	X					

Recommendations Update

Reduce & Reallocate Responsibilities of PD

No.	Recommendation	Implemented	Implemented by City	In Process/Partially Implemented	Refer to PRIT Working Group	Recommendation Declined	Support but Outside Area of Responsibility
43	PD not to contract with school districts					X	
45	City & FUSD invest tax money in safety programs		X				
46	Transfer units assigned to other City Departments	X					

Recommendations Update

Use of Force

No.	Recommendation	Implemented	Implemented by City	In Process/Partially Implemented	Refer to PRIT Working Group	Recommendation Declined	Support but Outside Area of Responsibility
11	Revise use of force policy	X					
12	Use of force only when no other option is viable	X					
13	Use of Force Policy 300 to comply with SB 230	X					
14	Deadly force used only to protect human life	X					

Recommendations Update

Use of Force

No.	Recommendation	Implemented	Implemented by City	In Process/Partially Implemented	Refer to PRIT Working Group	Recommendation Declined	Support but Outside Area of Responsibility
15	Level of force subject to level of resistance	X					
16	Review officer's tactical conduct before use of force	X					
17	Prohibit officers from reaching into moving vehicles	X					

Recommendations Update

Police Culture, Conduct, Bias & Discrimination

No.	Recommendation	Implemented	Implemented by City	In Process/Partially Implemented	Refer to PRIT Working Group	Recommendation Declined	Support but Outside Area of Responsibility
18	COB to develop means to assess PD culture				X		
19	PD to improve early intervention system (EAS)			X			
20	All corrective action to be documented in employee file	X					

Recommendations Update

Police Culture, Conduct, Bias & Discrimination

No.	Recommendation	Implemented	Implemented by City	In Process/Partially Implemented	Refer to PRIT Working Group	Recommendation Declined	Support but Outside Area of Responsibility
21	Improve process to make complaints against PD	X					
22	Greater protections for victims of discrimination	X					
23	Revise language in Policy 328, Discrimination	X					

Recommendations Update

Police Culture, Conduct, Bias & Discrimination

No.	Recommendation	Implemented	Implemented by City	In Process/Partially Implemented	Refer to PRIT Working Group	Recommendation Declined	Support but Outside of Area of Responsibility
24	Investigations completed in 6 months	X					
25	Reprimands to remain in employee file for 3 years	X					
26	Timely investigation of discrimination claims	X					
27	Behavior/morality clause to limit City liability	X					
34	City seek revision of qualified immunity	X					
48	Community input into all PD functions	X					

Recommendations Update

Ensure Fresno PD Reflects the Community It Serves

No.	Recommendation	Implemented	Implemented by City	In Process/Partially Implemented	Refer to PRIT Working Group	Recommendation Declined	Support but Outside Area of Responsibility
29	COB to develop plan for diverse hiring				X		
30	Eliminate discriminatory hiring practices - Female	X					
31	Work with colleges to encourage PD careers	X					
32	COB to review and recommend hiring practices				X		
33	COB to ensure diverse promotional opportunity				X		

Recommendations Update

Fresno PD Fiscal Management; Steward of Public Funds

No.	Recommendation	Implemented	Implemented by City	In Process/Partially Implemented	Refer to PRIT Working Group	Recommendation Declined	Support but Outside Area of Responsibility
35	Transparency and access to PD operational funds			X			
36	Community participation in PD budget process		X				
37	Limit influence of FPOA on PD budget						X
38	PD to track liabilities, Workers Comp, expenses by division			X			
39	PD to disclose updated financials online			X			
40	PD to analyze work time lost due to leave, Workers Comp			X			

Recommendations Update

Fresno PD Fiscal Management; Steward of Public Funds

No.	Recommendation	Implemented	Implemented by City	In Process/Partially Implemented	Refer to PRIT Working Group	Recommendation Declined	Support but Outside Area of Responsibility
41	Evaluate current Workers Comp and Wellness programs			X			
42	Evaluate work assigned to Special Units; CSOs	X					
44	No grants with unsustainable funding source			X			

Recommendations Update

Fresno PD Fiscal Management; Steward of Public Funds

No.	Recommendation	Implemented	Implemented by City	In Process/Partially Implemented	Refer to PRIT Working Group	Recommendation Declined	Support but Outside Area of Responsibility
47	Evaluate effectiveness of Special Units; SWAT etc.	X					
49	Adopt consistent hourly rates for contract police	X					
50	PD to develop an Asset Management Plan	X					

Recommendations Update

Fresno PD Fiscal Management; Steward of Public Funds

No.	Recommendation	Implemented	Implemented by City	In Process/Partially Implemented	Refer to PRIT Working Group	Recommendation Declined	Support but Outside Area of Responsibility
51	Commission a survey on asset replacement costs	X					
52	Consider officers carry own liability insurance					X	
53	Assessment of paid claims to determine trends			X			
54	Allocate liability costs by division, unit			X			
57	Redirect grant funds to community organizations	X					
58	Use SLESA funds for community violence prevention					X	

Recommendations Update

Fresno PD Fiscal Management; Steward of Public Funds

No.	Recommendation	Implemented	Implemented by City	In Process/Partially Implemented	Refer to PRIT Working Group	Recommendation Declined	Support but Outside Area of Responsibility
59	Ask County to spend AB 109 funds on violence prevention					X	
60	Shift JAG funds to community organizations					X	
61	Reallocate Tobacco Grant funds to Code Enforcement						X

Recommendations Update

Partnership with Community Organizations

No.	Recommendation	Implemented	Implemented by City	In Process/Partially Implemented	Refer to PRIT Working Group	Recommendation Declined	Support but Outside Area of Responsibility
55	Partner with community to improve safety	X					
56	Disband Homeless Task Force (HTF) & allocate funds to community	X					

Recommendations Update

Community-Based Prevention Efforts

No.	Recommendation	Implemented	Implemented by City	In Process/Partially Implemented	Refer to PRIT Working Group	Recommendation Declined	Support but Outside Area of Responsibility
62	Evaluate the effectiveness of Chaplaincy Program						X
63	Establish safe community places for students	X					
64	Pilot program to deter graffiti under PARCS					X	
65	Establish social equity for shared mobility programs			X			
66	Implement a Poverty Action Plan		X				
67	Invest in programs for students; career opportunity		X				

Recommendations Update

Community-Based Prevention Efforts

No.	Recommendation	Implemented	Implemented by City	In Process/Partially Implemented	Refer to PRIT Working Group	Recommendation Declined	Support but Outside Area of Responsibility
68	Pilot programs to achieve diplomas, AA degrees						X
69	Integrate Public Safety into one department					X	
70	Implement Juvenile diversion strategies	X					
71	Increase funding for healing circles for juveniles	X					
72	Support violence prevention; Advance Peace		X				
73	Partner with other agencies (Ex. homeless)		X				

Recommendations Update

Totals

	Implemented	Implemented by City	In Process/Partially Implemented	Refer to PRIT Working Group	Recommendation Declined	Support but Outside Area of Responsibility
TOTALS (73)	32	6	13	10	7	5



QUESTIONS

QUESTIONS



Fresno Police Departments Response to Police Reform Recommendations

2023



Response to Reform Recommendations

RESPONSE TO REFORM RECOMMENDATIONS REPORT

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

Response: This recommendation is the responsibility of the Citizen Oversight Board subcommittee formed within the Police Reform Implementation Team.

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 representative of the racial, ethnic, and socio-economic diversity of the City 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).
- A misdemeanor or felony conviction will not automatically disqualify an applicant from serving on the Board.

Response to Reform Recommendations

- Members of the 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.

Response: This recommendation is the responsibility of the Citizen Oversight Board subcommittee formed within the Police Reform Implementation Team.

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 of reports from OIR on hiring and promotions to ensure diversity and to 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 FPD employees
- Receive input and make recommendations regarding the efficacy of special units within the 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.

Response: This recommendation is the responsibility of the Citizen Oversight Board subcommittee formed within the Police Reform Implementation Team.

Response to Reform Recommendations

Recommendation #4: Except as provided by state law, COB meetings will be open to the public, and community engagement will be 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 operations. Pursuant to the California 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.

Response: This recommendation is the responsibility of the Citizen Oversight Board subcommittee formed within the Police Reform Implementation Team.

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

Response: The Office of Independent Review was asked to provide their input on this recommendation. Please refer to the response in recommendation # 6 for their input.

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

- Review of IA investigations;
- Involvement in ongoing investigations;
- Leadership of the COB; the IR should serve as the Executive Director of the COB;
- Independently initiated investigations;
- Attend interviews of complainants, public witnesses, and sworn officers with ability to ask questions;
- Have full access to investigation files;
- Evaluate whether an investigation is complete, thorough, and objective;
- Ability to compel interviews and documents from FPD; and
- Assist the COB in carrying out its functions.

Response: The Office of Independent Review was asked to provide their input on this recommendation. Below is their response:

Response to Reform Recommendations

The Fresno Commission for Police Reform (FCPR) proposed a recommendation specifically directed at the Office of Independent Review (OIR), Recommendation #6. It should be noted a majority of the demands listed within the recommendation have been routinely addressed by the OIR since the position was revised in August 2017. Each demand is being addressed individually below:

- 1. Review of IA investigations*

Since August of 2017, the OIR was granted full and unlimited access to every IA investigation. As stated in the OIR quarterly reports, every IA investigation in which FPD determines the allegation is unfounded, exonerated, or not sustained, is thoroughly reviewed by the OIR. The results of each review are published in the publicly released quarterly report.

- 2. Involvement in ongoing investigations*

The present staffing level of the OIR would need to be increased significantly to be involved in ongoing investigations. It is estimated an additional five reviewers would need to be hired, along with a substantial budget increase. Additionally, the present City of Fresno Resolution, 2018-85, specifically states the OIR will not conduct independent investigations.

- 3. Leadership of the COB, the Independent Reviewer (IR) should serve as the Executive Director of the COB.*

If a COB is created the IR would welcome the opportunity to have oversight of the COB, as the IR previously had oversight of the Citizens' Public Safety Advisory Board.

- 4. Independently initiated investigations*

As previously stated, the City of Fresno Resolution 2018-85 specifically prohibits the IR from conducting independent investigations.

- 5. Attend interviews of complainants, public witnesses, and sworn officers with ability to ask questions.*

The IR responds to Officer Involved Shootings and is permitted to monitor interviews of all witnesses and sworn officers. The IR is also afforded the opportunity to have additional questions presented to the interviewees if the IR so desires. The IR also has full access to all recorded interviews of all involved in every IA investigation.

Response to Reform Recommendations

6. *Have full access to investigation files.*

As previously mentioned the IR had full access to all IA investigation files.

7. *Evaluate whether an investigation is complete, thorough, and objective.*

Each OIR quarterly report lists the FPD finding, along with the OIR finding, for each completed IA investigation. If the OIR review arrives at a different finding than the FPD, it is fully explained within the published quarterly report. The OIR reviews ensure the IA investigations are complete, thorough, and objective.

8. *Ability to compel interviews and documents from the FPD.*

In view of the fact the IR has full access to all evidence collected during the IA investigation the need to compel additional information is not needed. All interviews and documents are readily available to the IR, to include all information utilized by IA investigators in reaching an official finding.

9. *Assist the COB in carrying out its functions.*

As stated in response #3, this would be welcomed by the OIR.

To view quarterly reports generated by the OIR, click on the hyperlink listed under the Office of Independent Review in Appendix H.

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. The Commission also recommends that the FPD's mental health and de-escalation training be expanded such that it includes the same level of training currently being provided to members of the CIT.

Response to Reform Recommendations

Response: Crisis Intervention Team (CIT)/988 Program/Co & Alternate Response Programs:

988 Program: 988 is a newly implemented nationwide crisis hotline. Counselors at 988 provide crisis counseling for those who are suicidal or in severe emotional distress, but no harm is imminent. Currently, Kingsview is contracted by the Department of Behavioral Health (DBH) to provide 30 crisis counselors who staff a local 24/7 988 response center. The 988 center has both text and chat capabilities and averages about 150 crisis calls a day. Based on discussions with 988 management, 988 crisis calls typically last no more than 50 minutes. In November 2022, CIT leadership met with Kingsview and DBH. Together, a plan was developed for Kingsview to train all Fresno PD 911 operators in crisis communication as well as how to recognize the criteria for appropriate 988 call transfers. Crisis call transfer criteria will be formalized prior to initiating the transfer protocol with 988. 988 will have the capability to transfer calls back into the 911 queue if the situation requires a need for an emergency response. 988 will be the Department's first step in rerouting mental health crisis calls that do not require police response. In early 2023 we will enter into a partnership where 988 will start receiving calls from dispatch.

Co-Response: DBH and the Fresno Police Department are currently developing this Co-Response model that partners eight Kingsview clinicians with patrol officers. These clinicians would ride with various officers on different shifts while they respond to calls for service. The clinicians would primarily be used to assist with any mental health-related calls but would also serve to educate patrol officers on effective crisis communications. CIT will continue its mission to reduce calls for service through case management and follow-up investigations. They will focus on providing services to subjects who generate multiple calls for service, conservatorships, veteran liaisons, and high-risk calls as outlined in Department Policy. CIT officers will maintain their efforts in community outreach and education through community events and school presentations. CIT officers will also participate in co-response with Kingsview clinicians on an as-needed basis. The Department anticipates fully staffing the unit by Spring of 2023.

Alternate Response: CIT is supporting DBH with an initiative to start a pilot program for Fresno County's first non-law enforcement crisis response model involving students at local schools. The goal of this response model is to reduce negative contacts and the stigma associated with a police response to schools for WIC 5150 evaluations, as well as any resulting transport via ambulance to a medical facility. CIT is working to help develop this model by providing our statistical data for mental health commitments at Fresno schools.

Response to Reform Recommendations

For further details refer to Appendix A, which is an updated Crisis Intervention Team memorandum dated February 3, 2023, for further details.

Recommendation #8: American Ambulance, Fresno's paramedics provider, 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 Welfare and Institutions Code section 5150 holds on people that meet applicable criteria.

Response: American Ambulance plays a vital role in the collaboration and treatment of patients experiencing a mental health crisis. This will be an ongoing collaboration to provide a more efficient and effective response to mental health calls. This has been of the utmost importance as outlined in recommendation #7.

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.

Response: Please refer to response under recommendation #10.

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

Response: The Police Department supports recommendations 9 and 10, but ultimately falls out of the realm of responsibility.

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 FPD's ability to protect and serve. It shall be the utmost priority and mission of the FPD 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, minimizing physical harm and reliance on use of force, and conducting its duties without prejudice. The FPD Policy Manual, in particular 300 Use of Force, and other force provisions and related training, should be updated to reflect these concepts.



Response to Reform Recommendations

Response: The preamble to this policy was changed to meet the requirements and vision of this recommendation: *Policy 300.1 § “A primary purpose of this policy is to prevent the use of unnecessary force as defined by law, ensure accountability and transparency, and to enhance the community’s trust and confidence in our officers’ ability to protect and serve.”*

To view this policy, click on the hyperlink listed under the Fresno Police Department Policy Manual in Appendix H.

Recommendation #12: Law enforcement officers of the FPD 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, at all times, carry on their person at least one less-lethal weapon.

Response: Policy 300.4 § cites the Penal Code and Government Code which meets the recommendation. Policy 308 § was modified to require the carrying of less lethal weapons. *Policy 300.4§ (para. 1) - Officers shall use only that amount of force that reasonably appears necessary given the facts and totality of the circumstances known to or perceived by the officer at the time of the event to accomplish a legitimate law enforcement purpose. (para.3) - Officers may only use a level of force that they reasonably believe is proportional to the seriousness of the suspected offense or the reasonably perceived level of actual or threatened resistance. (GC § 7286(b)). Policy 308.2 § Force Options - All officers assigned to patrol functions or any officer taking any pre-planned enforcement action (e.g. warrant service, arrest, parole/probation search) shall have a less than lethal option on their person.*

To view this policy, click on the hyperlink listed under the Fresno Police Department Policy Manual in Appendix H.

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

Response: Policy 304 § De-Escalation has been added to the Fresno Police Department’s Policy. *Policy 304.1 § “De-escalation is the process of using strategies and techniques intended to decrease the intensity of a situation. De-escalation is employed in*

Response to Reform Recommendations

an effort to increase the likelihood of voluntary compliance and achieve cooperation. The process of de-escalation can improve the safety of officers, subjects and others, and reduce the potential likelihood of injuries, improve community relations, and reduce citizen complaints". In its entirety the policy focuses on De-Escalation Options, De-Escalation Examples, De-Escalation Principles, and De-Escalation Steps. Additionally, this policy includes requirements for officers to receive periodic training and to demonstrate knowledge and understanding in De-escalation. This five-page policy meets the commitment and imperativeness the Commission recommends.

To view this policy, click on the hyperlink listed under the Fresno Police Department Policy Manual in Appendix H.

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

Response: Deadly Force Applications has been changed to meet the requirements and vision of recommendation #14. *Policy 300.8 § "It is the intent of the Department that peace officers use deadly force **only**, when necessary, in defense of human life. In determining whether deadly force is necessary, officers shall evaluate each situation in light of the particular circumstances of each case and shall use other available resources and techniques if reasonably safe and feasible to an objectively reasonable officer."*

To view this policy, click on the hyperlink listed under the Fresno Police Department Policy Manual in Appendix H.

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.

Response: Policy section 300.6.1 subsections (d) and (e) have been modified to fulfill those requirements in this recommendation. *"Whether the individual is actively resisting, or attempting to evade arrest or escape;" "Whether the individual is complaint or is passively resistant, actively resistant, assaultive/combative, or the*

Response to Reform Recommendations

resistance poses a risk of serious bodily injury or is life threatening;

To view this policy, click on the hyperlink listed under the Fresno Police Department Policy Manual in Appendix H.

Recommendation #16: The FPD 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.

Response: Policy section 300.6.1 subsections (r) was modified to fulfill those requirements in this recommendation. *"The conduct of the involved officer leading up to the use of force and;"*

To view this policy, click on the hyperlink listed under the Fresno Police Department Policy Manual in Appendix H.

Recommendation #17: The existing use of force section regarding moving vehicles, section 300.8.4, does not prohibit officers from reaching into moving vehicles. The Commission recommends that the provision be revised to include this prohibition. Reaching into a moving vehicle invites a situation in which the officer's life is endangered, and therefore, the use of force may be required.

Response: Policy section 300.8.1 has been changed to meet the requirements of this recommendation. Policy § 300.8.1 *"Officers are prohibited from reaching into any moving vehicle unless there are extenuating circumstances."*

To view this policy, click on the hyperlink listed under the Fresno Police Department Policy Manual in Appendix H.

Recommendation #18: Recommend that the COB develop surveys and other means of assessing the culture of the FPD 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 to allow for comparative data analysis;
- Use a third-party expert(s) to assist in the development of additional tools and measurements/metrics for evaluations;

Response to Reform Recommendations

- 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; and
- Analysis of the above studies should be conducted with a recognition of the underlying societal difficulties that police are asked to address.

Response: The Fresno Police Department supports the idea of a survey or other means that assess department culture and morale. The creation of the assessments will be the responsibility of the Citizen Oversight Board.

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.

Response: In October of 2021 the police department updated our Policy on Racial or Bias-Based Profiling. The Administrative Services Division Commander has sought and received approval to transition our personnel data base system over to Benchmark ®. Traditionally our department has used up to three different software programs that collect, sort, and interpret data used to create an Early Alert System (EAS) notification. With Benchmark ® all three prior models will be condensed to one. We will have the capability to create a model of what officers' actions fall within reasonable and acceptable performance levels.

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

Response: Policy 340.9 has been changed to meet the requirements and vision of recommendation #20. *Policy 340.9 § "The decision to document corrective actions in a letter of counseling or memorandum (documented oral reprimand), shall be based upon the fact that an issue has previously been addressed or is of a level of seriousness that should be recorded for future reference. Continued reoccurrence of the same/similar issue shall be further investigated by a supervisor."*

To view this policy, click on the hyperlink listed under the Fresno Police Department Policy Manual in Appendix H.

Response to Reform Recommendations

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.

Response: In December of 2021 Policy § 1020 was changed to meet this recommendation. *Policy § 1020 The Department will conduct periodic reviews of the complaint process. The audit will ensure the availability, acceptance, and completion of the complaint process is done in a timely, effective, and unbiased manner. Policy § 1020 was updated with an entire list of all city locations where complaints could be made. This included online; telephonic; writing and in person access.*

To view this policy, click on the hyperlink listed under the Fresno Police Department Policy Manual in Appendix H.

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

Response: In December of 2021 Policy § 328 was changed to meet this recommendation. *Policy § 328 The provisions in this order apply when a victim or witness chooses to file a complaint with the Department and/or City through the Personnel Services Department. Both victim and witness to an alleged complaint of this policy have equal rights and options to formalize their complaint.*

To view this policy, click on the hyperlink listed under the Fresno Police Department Policy Manual in Appendix H.

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

Response: *The City of Fresno's Administrative Order 2-14 defines misunderstanding and lack of communication as part of the guide to corrective action. Our department's policy must reflect that order. However, in furtherance of reaching these recommendations overall intent, the department created a means for complaints to be, at times, bypassed of the formal practice of making it through the chain of command, and be directly assigned as an Internal Affairs investigation. This change was made with this recommendation's intent of preventing a loophole as a misunderstanding or lack of communications.*

Response to Reform Recommendations

To view the complaint process, click on the hyperlink listed under the Office of Independent Review in Appendix H.

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.

Response: *Policy 340 § “The target goal for IA investigations assigned to non-Internal Affairs Bureau personnel is completion within 30 days of assignment, not to exceed 60 days without an extension. Requests for extensions shall be made in writing to the investigating supervisor’s bureau/district commander. The IA secretary shall be notified of the extension and its length.”*

To view this policy, click on the hyperlink listed under the Fresno Police Department Policy Manual in Appendix H.

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.

Response: SB 2 Policy § 376 (Feb-Mar 2023):

To meet the overall goal and objective of this recommendation, retention of all sustained administrative investigations on an officer will be retained for 15 years. These investigations will

also be forwarded to the Police Officer Standards and Training Commission for further review.

Recommendation #26: Policies regarding the investigation of discrimination and harassment 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.

Response: *(Policy § 1020.11.1) “Extensions may be granted for investigations of a complex or difficult nature. Generally, those IA Investigations assigned to the Internal Affairs Bureau are complex and of a difficult nature. The target goal for IA investigations assigned to the Internal Affairs Bureau is completion within 90 days of assignment, however completion times will be subject to the discretion of the Internal Affairs Bureau Commander.”*

To view this policy, click on the hyperlink listed under the Fresno Police Department Policy Manual in Appendix H.

Response to Reform Recommendations

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 officers to engage in.

Response: On an annual basis all officers are required to review and acknowledge the reading of the Law Enforcement Code of Ethics. The code of ethics is memorialized on the first page of the Fresno Police Department Policy Manual. The Code of Ethics reads as follows:

"As a Law Enforcement Officer, my fundamental duty is to serve mankind; to safeguard lives and property; to protect the innocent against deception, the weak against oppression or intimidation, and the peaceful against violence or disorder; and to respect the Constitutional rights of all men to liberty, equality and justice.

I will keep my private life unsullied as an example to all; maintain courageous calm in the face of danger, scorn, or ridicule; develop self-restraint; and be constantly mindful of the welfare of others. Honest in thought and deed in both my personal and official life, I will be exemplary in obeying the laws of the land and the regulations of my department. Whatever I see or hear of a confidential nature or that is confided to me in my official capacity will be kept ever secret unless revelation is necessary in the performance of my duty.

I will never act officiously or permit personal feelings, prejudices, animosities, or friendships to influence my decisions. With no compromise for crime and with relentless prosecution of criminals, I will enforce the law courteously and appropriately without fear or favor, malice or violence and never accepting gratuities.

I recognize the badge of my office as a symbol of public faith, and I accept it as a public trust to be held so long as I am true to the ethics of the police service. I will constantly strive to achieve these objectives and ideals, dedicating myself before God to my chosen profession...law enforcement."

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; or
- Respond to routine calls (i.e., non-violent) to homeless encampments or involving unhoused individuals

Response to Reform Recommendations

Response: The police department is utilizing CSO's and Police Cadet I's to respond to lower priority calls for service. Officers are no longer responding to routine calls related to encampments or unhoused individuals. Please refer to response under recommendation #42 for further.

Recommendation #29: The City should prepare an "Equity in Recruiting, Hiring, and Promotion 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. Key plan components include:

- Demographically specific approaches to professional advancement;
- 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 the FPD;
- Realistic 5-, 10-, and 15-year targets for shifting the composition of leadership based on the above data, compliant with state law; and
- Examination of evaluation tools and the process of hiring, evaluating, and promoting officers for movement in rank. (See examples of bias interrupters used in managerial positions.)

Response: The development of the plan related to this recommendation is the responsibility of the Citizen Oversight Board subcommittee formed within the Police Reform Implementation Team.

The police department has continued to strive towards equality and equity in hiring as well as in the promotional process. This is also evident in the response to recommendation 30. The police department strives to reflect the community we serve. The years 2021 and 2022 the department has had the highest levels of newly hired employees and members leaving the department in recent years.

Response to Reform Recommendations

For further details refer to Appendix B which contains a memorandum dated January 30, 2023, related to recruiting and training for 2021 and 2022. Also within the appendix is a memorandum dated February 14, 2023, related to demographic data comparison and a list of recent promotions from February 1, 2021, to Present date.

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

Response: Our department has confirmed our intent to achieve the recommendations with the 30 x 30 pledge. We have provided baseline data and policies to the Policing Project to comply with our pledge. We are providing that data in a bi-annual report. We also have increased our recruiting unit and have successfully increased our recruiting and retention of women in policing. We did an internal audit of our efforts by comparing recruiting/hiring of female members the last two years since committing to the 30 x 30 pledge, compared to the two years prior to the pledge. Prior to the pledge our department hired 17 female sworn officers during the years 2019-2020. After the pledge and with the recruiting efforts we hired 33 female sworn officers, from 2021-2022, a 94% increase.

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.

Response: The police department has continued to work with California State University Fresno, Fresno City College, and many other local educational institutions to expand the appeal of policing. Since January of 2021 to present the Recruiting Unit alone has attended 67 events at various educational institutions to promote policing. These events consist of a presentations and one on one conversations with students. Flyers for sworn positions and professional staff are handed out to interested students.

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.

Response to Reform Recommendations

Response: This recommendation is the responsibility of the Citizen Oversight Board subcommittee formed within the Police Reform Implementation Team.

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

Response: This recommendation is the responsibility of the Citizen Oversight Board subcommittee formed within the Police Reform Implementation Team.

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.

Response: On March 31, 2022, the Major Cities Chiefs Association (MCCA) submitted a statement for the record related to qualified immunity. This letter was submitted to the House Judiciary Committee Subcommittee on the Constitution, Civil Rights, and Civil Liberties. The MCCA is a professional organization of police executives representing the 79 largest cities in the United States and Canada. Fresno Police Chief Paco Balderrama is a member of MCCA and endorsed the statement.

The statement covers the background of qualified immunity, current challenges, key principles, reform policy, and highlights the impact of proposed reforms. The MCCA opposes the elimination of qualified immunity but supports reforming the doctrine to promote transparency and accountability. The following key principles were recommended verbatim by the MCCA so that any proposed reforms incorporate the following:

- *Law enforcement officers must continue to have access to the necessary protections to allow them to do their jobs without fear of retribution for actions that are objectively reasonable and performed in good faith*
- *Officers who engage in conduct that is criminal must be held accountable—a failure to do so undermines the trust between law enforcement and the community that is critical to good policing*
- *When assessing claims of qualified immunity, courts should examine if the officer's actions were objectively*

Response to Reform Recommendations

reasonable or if there was fair notice or warning that the conduct was unconstitutional

- *Any reforms to qualified immunity should apply to all government employees, not just law enforcement officers*

For further details refer to Appendix C to view the complete MCCA statement.

Recommendation #35: The City should 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 in a manner that is easily understood to improve the level of transparency and accountability to the public.

Response: This recommendation is being led by the City's finance department. After months of planning the city implemented a new financial system Tyler Technologies Munis® software that "went live" for the 2023 fiscal year beginning July 1, 2022. The system has not been fully implemented and staff will look further into whether a level of public review can be allowed without risking cybersecurity protocols. In addition, budget details are published on the City's website and members of the public can provide input at public hearings.

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

Response: This recommendation falls out of the police departments realm of responsibility.

Recommendation #37: The Commission suggests mitigating the influence of the FPOA on the City budget and administrative decisions.

Response: The City and our department are obligated to follow the reinforced law and best practices established in the City of Fresno's Labor Management Act. This includes the established rules of transparency, memorandum of understanding and fiscal impacts. This is not a recommendation that could be met by our department.

To view the Labor Management Act, click on the hyperlink listed in Appendix H.

Response to Reform Recommendations

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 worker's 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.

Response: This recommendation is related to the response for recommendation #35. The current computer system program, Peoplesoft ® does not have the capability to generate the requested report. With the Tyler Technologies Munis ® software upgrade this type of reporting may be possible in the near future.

Recommendation #39: The FPD 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.

Response: The police departments annual budget is online and available for public view. There currently is not a module for such access and whether a level of public review can be allowed without risking cybersecurity protocols.

To view the Police Departments annual budget, click on the hyperlink listed under City Budget in Appendix H.

Recommendation #40: The FPD 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 FPD 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.

Response: Please refer to response under recommendation #41.

Recommendation #41: The City and the FPD should evaluate the overall effectiveness of its current workers' compensation and

Response to Reform Recommendations

wellness programs to increase the number of available work hours and reduce the costs in workers' compensation related expenses.

Response: The City and FPD should evaluate the overall effectiveness of its current worker's compensation and wellness programs to increase the number of available work hours and reduce the cost in workers compensation related expenses. The FPD should conduct staff analysis to determine how much non-productive time is lost due to various leaves of absence for both sworn and civilian personnel in each Division and Section.

Policy § 1042 & Employee Services/Investigations Unit:

Chief Paco Balderrama implemented the Employee Services and Investigations Unit, focusing on employee health and wellness and reducing work-related long-term absences. This was combined

with a change to the Workers Compensation Policy in July of 2022. Our efforts to comply with this recommendation are on-going. The chart below highlights the reduction in officers off work.

	2021	2022	Percentage
<i>Off work due to injury</i>	<i>56</i>	<i>34</i>	<i>39% Reduction</i>
<i>Light-Duty Assignment</i>	<i>23</i>	<i>18</i>	<i>21% Reduction</i>
<i>Total</i>	<i>79</i>	<i>52</i>	<i>34% Reduction</i>

For further details refer to Appendix D, which is a memorandum dated November 10, 2022, related to reduction of long-term absences.

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.

Response to Reform Recommendations

Response: The police department has continued to transition certain identified positions within the department from sworn positions to professional staff. Positions have been identified in the Duty Office, Background Investigations Unit, Body Camera / UAV Unit, and the Worker's Compensation Coordinator. This is being done to maximize the available workforce within the department. Professional staff have replaced sworn. Additionally, as of November 2021 the department began to rehire Community Service Officers, (CSO). Currently there are 34 CSO's and 21 Police Cadet I positions filled. There are 26 CSO's assigned to assist patrol officers and police cadets are assigned to patrol and as support staff. As of January 2021, to present CSO's and Police Cadet I's have responded to 11,442 calls for service. This has freed up sworn personnel to respond to priority emergency calls for service.

As defined in Policy § 1047 CSO's will perform assignments which involve responsible public contact work in crime prevention and the delivery of nonemergency police services as assigned. CSO's may be assigned to calls defined in Policy § 1047.5 involving but not limited to:

- (a) Prior burglary with suspect not present;*
- (b) Prior vehicle burglary with suspect not present;*
- (c) Follow-up with suspects not present;*
- (d) Non-injury and minor-injury vehicle accidents;*
- (e) Vehicle blocking a driveway;*
- (f) Abandoned vehicle;*
- (g) Illegal parker;*
- (h) Other traffic problem;*
- (i) Barking Dog;*
- (j) Prior threatening phone call;*
- (k) Missing person other than foul play;*
- (l) Suspicious person, information only;*
- (m) Prior prowler report;*
- (n) Public assist;*

Response to Reform Recommendations

- (o) Prior stolen vehicle report;*
- (p) Recovered or unfounded stolen vehicles;*
- (q) Prior bike theft;*
- (r) Prior theft from vehicle;*
- (s) Prior theft of vehicle accessories;*
- (t) Prior grand theft;*
- (u) Prior petit theft;*
- (v) Lost property report;*
- (w) Found property report;*
- (x) Prior vandalism;*
- (y) Noise or other disturbances that involve no contact with the offender; and*
- (z) Other calls approved by a supervisor or the Department. CSO's may be assigned to various support service tasks within any division of the Department.*

As defined in Policy § 1048.2.1 a Police Cadet I is a non-sworn public officer who assists police personnel in nonhazardous duties. Police Cadet I duties include, but are not limited to:

- (a) Completing police reports after conducting non-hazardous investigations;*
- (b) Collecting evidence at crime scenes;*
- (c) Booking property and evidence;*
- (d) Processing and identifying persons through fingerprints;*
- (e) Traffic and parking control;*
- (f) Performing related clerical duties; and*
- (g) Other unspecified non-emergency duties as assigned by their assigned supervisor.*

For further details refer to Appendix E, which is a memorandum dated December 5, 2022, related to transition of specified positions.

Response to Reform Recommendations

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.

Response: The police department currently has two School Resource Officers (SRO) Sergeant positions and currently 27 SRO's assigned to high school and middle school campuses. A survey conducted by Fresno Unified School District showed support for SRO's on school campuses. Of the parents and staff surveyed 76.1% of the parents and 81.2% of the staff felt SRO's made the campus safer. Additionally, a majority of parents and staff felt SRO's on school campuses builds trust between students and police. The police department will respectfully not adopt this recommendation. Please refer to attachment xx in the appendix for survey.

To view the Fresno Unified School District survey related to SRO's on school campuses click the hyperlink in Appendix H under FUSD Survey.

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

Response: A grant funded positions are terminated upon completion of the term of the contract.

Recommendation #45: The City and Fresno school districts should prioritize the use of tax dollars to increase safety in schools and surrounding neighborhoods by investing in neighborhood development and improvements, such as installing and repairing sidewalks, streetlights, home improvement programs, after-school programs, and youth job creation to create long-term neighborhood safety.

Response: On January 4, 2023, Mayor Jerry Dyer convened the Fresno County Office of Education and each of the four unified school districts that serve Fresno. During the first meeting of the series the group focused on youth safety near school sites.

On January 23, 2023, the Fresno City Council reconvened the School Liaison Committee in Council Chambers.

On February 1, 2023, the City of Fresno was awarded the Vision Zero grant from the United States Department of Transportation.

Response to Reform Recommendations

The grant will help develop safer streets for pedestrians and bicyclists from the Safe Streets and Roads for All Program. The Bicycle and Pedestrian Committee is a representative body of the community that assists with neighborhood development, improvements, and safety related to maintenance of pedestrian and bikeway systems. The committee's goal is to create systems for safe, enjoyable travel, and recreation within the city.

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

- Fresno Area Express (FAX) Unit;
- Graffiti Unit;
- Violence Intervention and Community Services;
- Homeless Task Force; and
- Recycling Task Force

Response: In October of 2021 these units were disbanded, and those positions were sent to assist normal patrol duties. The *Violence Intervention Team and Community Services* were moved under the Mayor's Gang Prevention Initiative and is now centered at City Hall. The *Homeless Task Force* was disbanded in early 2021.

Recommendation #47: The City should evaluate the function and overall effectiveness of all Special Unit assignments to determine the extent to which they are necessary, potentially duplicative, and their cost-benefit ratios. 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. Special Units to be evaluated include but are not limited to the following:

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



Response to Reform Recommendations

- Neighborhood Safety Unit

Response: Since March of 2021 Chief Balderrama has continually evaluated the effectiveness of all the departments specialized units to reduce duplicate efforts and/or eliminate any non-essential units. The following special units were disbanded after this evaluation: Robbery Unit, Neighborhood Safety Unit, Recycling Unit and Homeless Task Force. A memorandum defining the Chief's intent on this was also sent out; *All members are reminded that the selection of members for Special Units, Ancillary & Collateral Assignments is at the discretion of the Chief of Police. The Chief of Police has the final approval/disapproval of these types of lateral movements within the department.*

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.

Response: The police department has placed an emphasis on the community engagement and positive interaction with the public. In 2022, the department engaged in 896 community outreach events or meetings. Many of these events or meetings addressed community safety and quality-of-life-issues. These community engagements were spread out through the entire year and meaningful to the citizens as well as to the officers.

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.

Response: The current cost for an SRO does differ from the contract law enforcement rate. The Fresno Police Department contact service hourly rate was recently negotiated in the last contract to become more consistent with an officers hourly rate.

Response to Reform Recommendations

This is turn will close the hourly pay gap between the SRO hourly rate and the contract service hourly rate.

Recommendation #50: The FPD 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.

Response: In September of 2022, we created a new policy, that manages a large portion of the departments physical assets. Military Equipment Funding, Acquisition and Use Policy 701: The objective of the policy is to monitor and analyze how military equipment is funded, acquired or used. It gives strong consideration to the public's welfare, safety, civil rights, and civil liberties, and is based on meaningful public input. The policy also requires an annual report which includes tracking these assets, as well as their costs to operate, maintain and replace them. This report, anticipated early 2024, will be made publicly available. As of the date of this memo this practice is only being used as the systemic approach to physical asset tracking form "military equipment", however, when Benchmark® is fully operational this year, Policy 706 will be the steppingstone to allow the department to include many more physical assets and begin their own fiscal tracking via the software benchmark ® will provide.

Recommendation #51: The City needs to establish a 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 FPD capital investments should be made unless they include lifecycle and future replacement costs, as well as the source of funds used to address these costs.

Response: The city has set aside funding from the American Rescue Plan Act for improvements and acquisitions of city-owned assets. The funding is allocated for police vehicles, 911 call center, police radio equipment, Headquarters, and the Regional Training Center.

Recommendation #52: The City should evaluate the means by which liability costs are allocated, including an evaluation of

Response to Reform Recommendations

individual officer liability insurance versus the self-insurance approach currently used by the City.

Response: This recommendation respectfully will not be adopted as it is cost prohibitive and adverse to recruiting efforts.

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.

Response: The Office of Independent Review was asked to provide their input on this recommendation. Please refer to the response in recommendation # 54 for their input.

Recommendation #54: The cost of liability claims should be assigned by Division, Section, and Special Units where possible.

Response: The City of Fresno Risk Management Division assigns cost of liability claims by Department, Division, Section, and Unit as a matter of practice.

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.

Response to Reform Recommendations

Response: Please refer to joint response under recommendation #57.

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

Response: The Homeless Task Force was disbanded in early 2021. In December of 2021, the Homeless Assistance Response Team (HART) was created. The HART team consists of Fresno Police Officers, Code Enforcement members, and outreach workers. The primary goal is to protect, assess, and connect unhoused to families, housing, and resources. Please refer to response in recommendation #73 for further details on services provided to the City's unhoused population.

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

Response: The City has continued to support several community-based organizations through funding to better serve the residents of Fresno. The city granted 15 community-based organizations a total of \$10,000,000 dollars of funding from the American Rescue Plan Act (ARPA). The following community-based organizations received additional funding to serve those who have experienced housing instability due to sex trafficking and domestic violence.

- **Breaking the Chains:** \$250,000 dollars
- **Marjaree Mason Center:** \$500,000 dollars
- **Eviction Protection Program:** \$1,500,000 dollars

For further details refer to Appendix F for the organization, project, and amount awarded breakdown.

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 Government Code section 30062.

Response: Please refer to response under recommendation #60.

Response to Reform Recommendations

Recommendation #59: The City should advocate to the County that Assembly Bill 109 funds are allocated to support community violence prevention programs such as Advance Peace, and youth mentoring, employment, community-based substance use treatment, and other similar programs.

Response: Please refer to joint response under recommendation #60.

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

Response: Requesting or shifting additional funding is unnecessary related to recommendations 58, 59, and 60 due to the robust investment in this area already. Please refer to response to recommendation 57 which shows an investment of \$12,250,000 dollars into community-based organizations. SLESHA funds are reserved for unfunded emergencies and AB109 funds are used for similar purposes by the county.

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.

Response: The City has not received Tobacco Grant funds as the funds have been allocated entirely to Fresno County.

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.

Response: The Fresno Police Department Chaplaincy, is a non-profit entity that contracts with our department to provide Chaplain services. Most of their funding comes from fundraising events, the Support Blue Run and Granville's Home of Hope. Another source

Response to Reform Recommendations

of funding is from payroll deductions (donations) from our department members, from individual or corporate donors, and from our Support Blue merchandise sales. More than 82% of the Chaplaincy's Budget comes from these listed sources. Attached to the appendix is the 2022-2023 Budget for the Chaplaincy.

For further details refer to Appendix G, which is a breakdown of the Chaplaincy budget.

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.).

Response: The City of Fresno PARCS Department was asked to provide their input on this recommendation. Below is their response:

- *In collaboration with the PARCS Department, Beautify Fresno arranges clean up days to beautify parks citywide. Individuals and families of all ages participate in beautification efforts.*
- *PARCS reservation system provides an opportunity for community groups to reserve park space for their group(s) to enjoy a safe place and supports maintenance through park activation. Through park activation more people use the park space which builds a sense of community and promotes a sense of pride in keeping the spaces well maintained.*
- *Community sports leagues and PARCS coordinated sports leagues bring the community together through sports activities and provide kids and families a safe place to be during non-school hours.*

Response to Reform Recommendations

- *The PARCS Department has agreements with schools, the Flood Control District, and community groups for programming, shared spaces, and community services.*
- *PARCS promotes community engagement through the development of projects that help maintain park space, create new amenities for the public, and work with the community to reimagine existing spaces to better serve the needs of the community.*
- *PARCS provides the community the opportunity to reserve the Mobile Science Unit at park locations, school locations, etc. to experience hands on STEAM education opportunities.*
- *PARCS Youth Employment Program employs youth and young adults and provides professional development opportunities, workshops, and on the job technical and soft skills training.*
- *PARCS summer camps and community group reservations at Camp Fresno provide youth and young adults a safe space to enjoy and learn about the outdoors, experience nature, develop friendships, and learn new skills through coordinated activities.*
- *PARCS after school drop in and coordinated programming offers music, sports, themed camps, art, adaptive recreation, cultural events, and creative play that build social emotional skills and relationships that fosters a sense of community while providing a safe place during non-school hours.*
- *PARCS Senior Program provides adults with a welcoming environment to pursue lifelong learning including technology skills, art, exercise, cross cultural experiences such as music and dances. Through the program, seniors connect with their neighbors which strengthens social infrastructure and supports aging in place through friendships and connections with staff. PARCS partners with community organizations to provide health and wellness education and tools.*
- *PARCS Adult and Action Sports Programs provide youth and adults with recreational opportunities that promote health and wellness through exercise, team building, and a sense of belonging.*
- *PARCS Violence and Intervention Prevention Program agreements with community groups provide afterschool programming, entrepreneurial training, intervention for at risk youth, and wrap around support services that contribute to neighborhood safety.*

Response to Reform Recommendations

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

- The City should enter the contract by July 2021;
- The City should identify areas of high graffiti and strive to identify mural locations based on these locations;
- The City should have 10 murals by July 2022; and
- The City should measure the effectiveness of the program by comparing calls received for graffiti clean-up.

Response: The Fresno Police Department supports this recommendation, but ultimately falls out of the realm of our responsibility. This program is funded by Measure P and coordinated through the Public Works Department.

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 percent 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.

Response: The Fresno Police Department supports this recommendation, but ultimately falls out of the realm of our responsibility. This matter can be reviewed by the city's Transformational Climate Committee.

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

- Support disadvantaged youth;
- Design effective mentoring programs;
- Address the academic barrier to higher education;
- Expand apprenticeship opportunities;
- Improve employment outcomes;
- Provide disadvantaged workers with skills to succeed in the labor market; and

Response to Reform Recommendations

- Address homelessness.

Response: Please refer to response under recommendation #67.

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.

Response: The City has continued to invest and provide new opportunities and experiences to the youth and residents of Fresno. The City has invested in the following programs.

Fresno City College West Campus: Will offer general education classes and certifications for medical and automotive fields.

Residents will be able to go from Head Start to AA degree or vocational certificate without leaving their zip code.

Neighborhood Industries: The Proposal will target people experiencing unemployment due to the pandemic by providing development training and opportunities. The employment opportunities will be in retail, logistics, sanitation, and food service.

Helping Others Pursue Excellence: This will strengthen the capacity of 34 agencies encircling youth and grassroots program, providing youth training and placement in advanced careers. Operational support for low-income businesses will also be funded.

Solar Installation Training: Training and on the job certifications targeting residents in 93706 to become solar panel installers.

West Fresno Advance Transportation Training: Low or no emission truck driver training program targeting residents within 93706. The program will provide mentoring through coursework, licensing, and gaining employment.

VOICE Gladiator Program: Pre-apprentice welding training program targeting residents in 93706.

San Joaquin Valley Manufacturing Alliance: Creates more resources to encourage growth of manufacturing, increase research and development, capacity to develop new products, and



Response to Reform Recommendations

services. Hands on training internships and professional development for K-12 teachers.

YoVille Community Garden: Education and hands on experience learning how to grow healthy food in the garden. Students from elementary to high school will be bussed to the garden to learn about the environment. Program will teach potential farmers and gardeners the benefits of organic and permaculture techniques.

Inside Out Community Garden: Education and hands on experience how to grow healthy food in the garden. After school program at Sunset Community Center.

Youth Leadership Institute: Multiple cohorts of teens ages 13-19 years old learning about civic engagement. This is specifically related to environmental justice issues.

Boys and Girls Club of Fresno: After school education and recreation to 565 youth at four different locations. The program will reinforce knowledge and skills by integrating fun with educational activities, and combatting learning loss due to Covid-19. Also supports social and emotional development recovery for youth.

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.

Response: The Police Department supports this recommendation, but ultimately falls out of the realm of responsibility. The City has invested in numerous programs listed in response to recommendation 67.

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).

Response: This recommendation was considered but respectfully will not be adopted due to feasibility.

Recommendation #70: The Commission recommends the city implement juvenile diversion strategies as follows:

Response to Reform Recommendations

- The City should contract with the Community Justice Center (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; and
- 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.

Response: Please refer to response under recommendation #71.

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.

Response: The police department, juvenile probation, several community-based organizations, and the unified school districts have partnered to divert youth offenders from the juvenile justice system. Measures such as youth court, restorative justice, mentoring, healing circles, and diversion programs have been implemented within the school system. The SRO’s play a vital role in this process. All SRO’s go through Restorative Justice training through Fresno Unified and all sites have restorative practices. This last school semester from August 2022 to December 2022, SRO’s referred 49 cases to youth court or simply reprimanded and released the juvenile. In lieu of making an arrest for a low-level offense the school site or SRO can handle the issue by using a restorative practice.

Response to Reform Recommendations

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; and
- Begin multi-year support at the end of the current grant cycle in September 2023

Response: The City has continued to partner with Advance Peace through multi-year grant funding to reduce gun violence. The City has seen a significant decrease in gun violence since 2020. The funding for Advance Peace began in October of 2021 and is projected through March of 2025. Advance Peace is currently providing transformational opportunities to male youth junior fellows involved in lethal firearm offenses, and place them in a high-touch, personalized fellowship. Program participants come from the City of Fresno, particularly the South and West regions where there are the highest rates of violent crime and poverty. Once Fellows are enrolled in the program, Advance Peace staff will work with them to provide mentoring and anchor the fellows in nonviolent principles. Advance Peace is also providing mental health services to fellows. The total City investment to this point is **\$847,479** dollars.

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 expecting the FPD to address an issue that they are not trained or equipped to manage.

Response: The City of Fresno Planning and Development, was asked to provide their input on this recommendation. Below is their response:

What is HART?

Homeless Assistance Response Team

HART is a compassionate, responsive, lawful and effective outreach leading unhoused individuals and families to take the first step off the streets and into a new future.



Response to Reform Recommendations

HART will...

Affirm the Dignity of Every Unhoused Person, and

Assure the Quality of Life of Every Resident and Business Owner

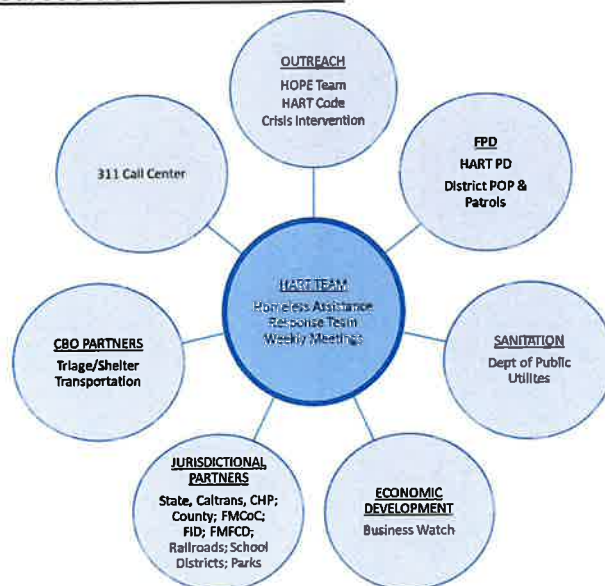
HART's #1 Goal: *To protect, assess and connect unhoused persons and families with housing and resources.*

HART's #2 Goal: *To promptly resolve quality of life issues affecting residents and businesses on both public and private property.*

HART's Objectives:

- For the unhoused:
 - HART protects the unhoused.
 - HART provides outreach to those on the street.
 - HART connects people with services and housing.
- For the community at large:
 - HART responds to service requests from the public.
 - HART assures safe Public Spaces.
 - HART assures safe Private Spaces.

What resources does HART utilize?



Response to Reform Recommendations

HART Functions:

- HART serves the Unhoused by...
 - Focusing on Resolving Encampments.
 - Stewarding the City's shelter housing resources strategically.
- HART serves the Community at Large by...
 - Responding to requests for service through 3-1-1 (One Call Does It All)
 - Strategically resolving encampments on public property.
 - Partnering with residents and businesses to restore their private properties.



Response to Reform Recommendations

APPENDIX A



TO MAYOR/COUNCIL FYI
Date 2/13/23 By T. Machado



POLICE DEPARTMENT

MEMORANDUM

February 3, 2023

TO: JERRY DYER, Mayor
GORGEANNE WHITE, City Manager

FROM: PACO BALDERRAMA, Chief of Police *PJB*
Office of the Chief

SUBJECT: CRISIS INTERVENTION TEAM UPDATE

The purpose of this Memorandum is to provide an update on the Fresno Police Department's Crisis Intervention Team (CIT) and its on going effort to better serve individuals experiencing a mental health crisis.

Crisis Intervention Team

The Department's Crisis Intervention Team (CIT) consists of four officers and a sergeant with advanced training in responding to mental health emergencies and with resources for crisis assistance. In 2022, the Department received **29,673** calls involving mental health crises. CIT officers responded to many of these calls to assist the individual in crisis, provide expertise to responding patrol officers, and follow-up support for long-term mental health concerns.

988 Crisis Hotline

988 is a newly implemented nationwide crisis hotline. Counselors at 988 provide crisis counseling for those who are experiencing suicidal tendencies or in severe emotional distress, but no harm to themselves or others is imminent.

Currently, Kings View Behavioral Health is contracted by the Fresno County Department of Behavioral Health (DBH) to provide 30 crisis counselors who staff a local 24/7 988 Response Center. The 988 Response Center has both text and chat capabilities and averages about 150 crisis calls per day. Based on discussions with 988 management, 988 crisis calls typically last no more than 50 minutes.

In November 2022, CIT leadership met with Kings View and DBH. Together, a plan was developed for Kings View to train all Fresno PD 911 operators in crisis communication as well as how to recognize the criteria for appropriate 988 call transfers. Crisis call transfer criteria will be formalized prior to initiating the transfer protocol with 988. 988 will have the capability to transfer calls back into the 911 queue if the situation requires a need for an emergency response. 988 will be the Department's first step in rerouting mental health crisis calls that do not require police response.

In early 2023 we will enter into a formal partnership where 988 will start receiving calls from dispatch.

Alternate Response

CIT is supporting DBH with an initiative to start a pilot program for Fresno County's first non-law enforcement crisis response model involving students at local schools. This pilot program is based on Denver, Colorado's STARS, and Eugene, Oregon's CAHOOTS respective models. The initial program will focus on school response with the eventual goal of expanding city-wide.

The initial goal of this response model is to minimize potential use of force by police, reduce negative police contacts, and lessen stigma associated with a police response to schools for WIC 5150 evaluations, as well as any resulting transport via ambulance to a medical facility. CIT is working to help develop this model by providing our statistical data for mental health commitments at Fresno schools.

Co-Response

DBH and the Fresno Police Department are currently developing this Co-Response model that partners eight (8) Kings View clinicians with patrol officers. These clinicians will ride with various officers on different shifts throughout the city, while they respond to calls for service. The clinicians will primarily be used to assist with any mental health-related calls but would also serve to educate patrol officers on effective crisis communications.

CIT will continue its mission to reduce calls for service through case management and follow-up investigations. They will focus on providing services to subjects who generate multiple calls for service, conservatorships, veteran liaisons, and high-risk calls as outlined in Department Policy. CIT officers will maintain their efforts in community outreach and education through community events and school presentations. CIT officers will also participate in co-response with Kingsview clinicians on an as-needed basis. The Department anticipates fully staffing the unit by Spring of 2023.

Response to Reform Recommendations

APPENDIX B






MEMORANDUM

January 30, 2023

TO: GEORGEANNE WHITE, City Manager

FROM: PACO BALDERRAMA, Chief of Police
Office of the Chief 

SUBJECT: RECRUITMENT AND TRAINING UPDATE FOR 2021 AND 2022

Law enforcement agencies across the United States have struggled in recent years to recruit, hire, and retain police officers. The Fresno Police Department was experiencing similar shortages and hiring challenges as seen nationwide. Since 2019, we have seen a rapid decline in employment and an increase in retirements. The loss of both sworn and professional staff created significant problems in providing adequate services to our city. In 2020 the Fresno Police Department was only able to hire 24 sworn officers, 18 cadets, and 23 professional staff.

Shortly after being appointed Chief of Police in January 2021, I directed the Fresno Police Department's Personnel and Recruiting units to develop a new, more aggressive program to recruit, hire, and train employees. Our new strategy needed to be more responsive and efficient to meet our staffing needs. The team began by examining the existing recruiting and hiring practices. In designing the new programs, they addressed our hiring philosophy, interviewing process, cadet program, marketing tactics, outreach programs, and financial incentives. The focus was not on what was done in the past but on what was needed now to accomplish the mission.

Hiring Plan

The first area the team focused on was a specific hiring plan to address attrition and fill vacancies. In addressing sworn hiring tactics, they shifted to a more balanced approach in utilizing Cadet I's, Cadet II's, and laterals or recruits to fill immediate positions. The Cadet I's would be utilized for long-term planning in filling anticipated vacancies but would no longer be the sole source of new recruits for the agency. The Cadet II program was expanded, PCNs were added, and the position was modified to allow for individuals to be hired directly into the position and sent straight to the academy. This expanded the applicant pool and helped reduce competition from other agencies while trying to hire from existing academies. Finally, the use of laterals or trained recruits would be used to fill immediate vacancies, with a reduced training time, and have a more immediate impact on our sworn workforce.

The second area to be addressed was a specific plan to lessen vacant professional staff positions and respond to the review of the current work structure. The team was specifically tasked with hiring additional community service officers, dispatchers,

crime scene technicians, and transitioning some sworn positions to professional staff.

Recruiting Plan

To identify new candidates for positions, we needed to establish a recruiting plan. The plan started with our theme of "Find your Future," and everything was built around this concept. The team used our theme to develop a new marketing plan encompassing television, radio, print, billboard advertisement, and social media advertising. This included the production of professional recruiting videos and radio advertisements.

One of the most significant changes was the development of a recruiting website, www.fpdjobs.com, that not only provides information but also connects the candidates directly to the application process.

An outreach program was implemented, including the design of three specialized recruiting vehicles, and supported by in-person recruiting at events ranging from marathons to school job fairs. Officers and professional staff were assigned to the events depending on the focus of the recruited positions and worked together to highlight career opportunities. These in-person events were held at different venues to attract the best candidates representing our community. In 2022 alone, the team attended over 130 public events.

The team implemented the Skill-Bridge program, an innovative concept that partners with the military and recruits its personnel before transitioning out of the service. This program draws on candidates throughout the United States to provide opportunities to highly skilled candidates with a proven success record within our program. In 2022 we received 53 Skill-bridge applicants, and eight have moved forward with the agency. At the time of its implementation, Fresno PD was the first law enforcement agency on the West Coast to successfully use Skill-Bridge to fill police vacancies.

A Recruit Training Officer was assigned to the FCC academy full-time to supervise the additional personnel, ensure our personnel's success, and increase our presence for recruitment. We also established a new relationship with the COS Academy and will provide a part-time RTO at that facility in 2023.

Hiring Processes

A significant change to the program involved the hiring process. The team addressed the initial application process, pre-employment interviews, required examinations, and notifications.

To assist candidates with the application process, the new website was designed to connect individuals with the electronic application process automatically. This has eliminated confusion related to the city website and increased direct access to specific jobs. The website was also designed with job-specific information to assist in completing the assigned tasks in one place for ease of use.

It is imperative that sworn personnel be involved in the vetting and evaluation process of pre-employment candidates. To meet the increased needs, the background investigators took on additional responsibilities for conducting pre-employment interviews of candidates separate from background interviews. The team handled almost 1,090 candidate interviews in 2022. This drastically increased their workload without adding any other personnel.

To increase efficiency and reduce processing time, the team moved away from the contracted polygrapher and purchased two CVSA machines. The Background Investigators were trained in its operation and took on new responsibilities for testing all applicants for the agency. In 2022 they tested over 424 applicants, each requiring an extensive report.

With the increase in applications and hiring, there was a corresponding increase in background investigations. In 2020 the agency completed 145 background investigations. In 2021, we completed 288 background investigations, a 98% increase. Finally, in 2022 we completed 372 background investigations, a 156% increase over 2020. To ensure a balance in processing, several light-duty personnel were utilized to help process professional staff background investigations. All other backgrounds were handled by existing staff.

The Background Investigators' workload was drastically increased during this timeframe. Many of the tasks required sworn personnel. Without the Background Investigators' involvement and increased responsibilities, we would not have been able to sustain the level of recruitment and hiring needed to meet our goals.

Field Training Program

With the increase in the hiring of both sworn and non-sworn personnel, the Field Training Program had to adapt to meet the training needs of the department. The training officer positions were expanded from 40 corporals in 2020 to 69 officers in 2023. This was accomplished with the reintroduction of the Field Training Officer position. The Field Training Program for officers was also increased from 17 weeks to 20 weeks to accommodate for new training requirements and to help ensure our candidates' success.

The addition of field CSOs and cadets required reconstituting field training programs that had not existed since the early 2000s. Utilizing the existing corporals, the program was rapidly developed, and we were able to hire and train a fully staffed CSO program in less than a year. In 2023 we are creating a formal CSO/Cadet field training program using CSO IIs as the lead trainers for the patrol assignment.

The Cadet Program went through several changes in structure and training since 2020. The FTO Unit provides centralized supervision for the program and deals with all assignments, schedules, and training. The FTO Supervisor and Coordinator are responsible for ongoing monitoring of the cadets and the coaching and mentoring of personnel. The cadets are provided initial training for their job duties handled by the FTO staff and specialized training based upon their assignment, which can include records, prisoner processing, the field cadet program, records, and many more. All cadet assignments are designed to give our personnel a solid foundation for success

when they promote. The program includes ongoing training, educational testing, weekly physical fitness classes, and academy preparation.

Financial Incentives

To compete with various surrounding law enforcement agencies, Fresno PD implemented hiring bonuses to attract potential candidates and encourage officers and city employees to recruit for us. A \$15,000 bonus would be granted incrementally to lateral officers with a minimum of two years' experience after probation status. For new police officers a \$5,000 bonus would be paid throughout their training process with the final payment being given at the completion of their probationary period. A \$1,000 bonus is given to any City employee who refers a candidate to our recruiting office. That candidate would have to successfully complete the FTO program for the bonus to be paid.

In 2022, the Mayor and City Manager negotiated a new police contract which made Fresno police officers the highest paid in the Central Valley. Although many of the police candidates, police recruits, and probationary officers were already in the hiring process, this new contract boosted our recruiting efforts moving forward.

Year	Recruits Trained	Cadets Trained	CSO's Trained
2020	37	18	0
2021	44	91	12
2022	112	99	19

Results

Since the new program was implemented, we have seen a 387% increase in hiring sworn personnel, a 450% increase in hiring cadets, and a 208% increase in hiring of professional staff since 2020. This allowed us to reach our 2022 staffing goals, and we are on pace to be fully staffed by the end of 2023.

2022

Sworn hired: 117
 Cadets hired: 99
 Professional staff hired: 71
 Total hired: 287

2022 Sworn Male	Male
Asian/Pacific Islander	3
Black	9
Hispanic	46
Southeast Asian	7
White	27
Total Male	92

2022 Sworn Female	Female
Asian/Pacific Islander	1
Black	1
Hispanic	19
Southeast Asian	1
White	2
Total Female	24

Degree	
AA	8
AS	
BA	7
BS	13
MA	
MS	

2021

Sworn hired: 62
Cadets hired: 91
Prof staff hired: 55
Total hired: 208

2021 Sworn Male	Male
Asian/Pacific Islander	1
Black	3
Hispanic	33
Southeast Asian	6
White	11
Total Male	54

2021 Sworn Female	Female
Asian/Pacific Islander	1
Black	0
Hispanic	2
Southeast Asian	0
White	5
Total Female	8

Degree	
AA	2
AS	2
BA	3
BS	11
MA	
MS	

We are currently scheduled for 156 internal cadets to be hired in 2023, with 130 graduating from the academy. This does not include unaffiliated academy cadets that will be recruited from local academies for positions. To accommodate the increase in cadets, existing partnerships with the local academies were leveraged to secure guaranteed spots and add an entire academy class. To accomplish this, the academy needed to acquire special permission from the state to increase certifications to meet our needs.

The Fresno Police Department has been recognized as a “best practice” agency by other departments. We have also been selected to participate in an educational study with Michigan State University and have been contacted by numerous agencies for assistance with their recruitment programs.

Conclusion

The FTO and Background units were tasked with designing and implementing a new recruiting and hiring program to meet the agency’s needs. They made numerous changes that massively increased their workload without any permanent additions to their staffing. As a result of their efforts, the Fresno Police Department has made significant strides in recruiting and hiring of personnel. This was accomplished by identifying and recruiting the best candidates while refusing to sacrifice existing standards and qualifications. We are on pace to be fully staffed by the end of 2023.



POLICE DEPARTMENT

MEMORANDUM

February 14, 2023

TO: PACO BALDERRAMA, Chief of Police
Office of the Chief

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THROUGH: PHILLIP M. COOLEY, Deputy Chief
Administrative Division Commander

JOE ALVAREZ, Captain
Administrative Services Commander

FROM: JORDAN BECKFORD, Lieutenant
Personnel Bureau

SUBJECT: DEMOGRAPHIC DATA COMPARISON

The years 2021 and 2022 had the highest levels of both newly hired employees and the number of members leaving the department in recent years. The attrition rate can be attributed to a variety of factors, including an aging workforce, political issues, and a prime retirement interest rate. The hiring numbers, however, are a direct reflection of the efforts put forth by the recruiting and training units and the pay raise garnered by the last contract.

The following is a summary of the demographic data for both the newly hired employees and employees who separated from the Department from 2020 through 2022. In regard to hiring, data was captured for race, sex, age, and education for the categories of sworn employees and professional staff. In an effort to further understand hiring successes and challenges, information regarding cadets and community service officers were also put into separate categories. Due to the large amount of personnel for both years, the ages were broken into age categories for quick reference.

For separations, the data captured was the race, sex, age, and education level of the groups of sworn employees, professional staff, temporary employees, and cadets. Most "separations" at the cadet level were due to promotion into a recruit position. The data was also separated into the following reasons for leaving: retirement, resignation, promotion (i.e. from Cadet II to POR), transferring to another Department within the City, medical (IAP) separations, and involuntary terminations.

Hiring Data 2020-2022

Sworn

2020 Sworn Male	
Asian/Pacific Islander	1
Black	
Hispanic	8
Southeast Asian	3
White	7
Total Male	19

2020 Sworn Female	
Asian/Pacific Islander	
Black	
Hispanic	3
Southeast Asian	
White	2
Total Female	5

Age Range	
21-25	12
26-30	9
31-35	3
36-40	
41-45	
46-50	
TOTAL	24

Degree	
AA	1
AS	
BA	2
BS	3
MA	
MS	
OTH	

2021 Sworn Male	
Asian/Pacific Islander	1
Black	3
Hispanic	33
Southeast Asian	6
White	11
Total Male	54

2021 Sworn Female	
Asian/Pacific Islander	1
Black	
Hispanic	2
Southeast Asian	
White	5
Total Female	8

Age Range	
21-25	27
26-30	20
31-35	12
36-40	1
41-45	2
TOTAL	62

Degree	
AA	2
AS	2
BA	3
BS	11
MA	
MS	
OTH	

2022 Sworn Male	
Asian/Pacific Islander	3
Black	9
Hispanic	46
Southeast Asian	7
White	27
Total Male	92

2022 Sworn Female	
Asian/Pacific Islander	1
Black	2
Hispanic	19
Southeast Asian	1
White	2
Total Female	25

Age Range	
21-25	64
26-30	33
31-35	11
36-40	7
41-45	1
46-50	
51-55	1
TOTAL	117

Degree	
AA	8
AS	
BA	7
BS	13
MA	
MS	
OTH	

Professional Staff

2020 Prof Male	
Asian/Pacific Islander	
Black	
Hispanic	1
Southeast Asian	
White	
Total Male	1

2020 Prof Female	
Asian/Pacific Islander	
Black	1
Hispanic	9
Southeast Asian	3
White	9
Total Female	22

Age Range	
21-25	1
26-30	9
31-35	4
36-40	3
41-45	3
46-50	1
51-55	1
56-60	1
TOTAL	23

Degree	
AA	1
AS	2
BA	3
BS	2
MA	
MS	
OTH	

2021 Prof Male	
Asian/Pacific Islander	
Black	
Hispanic	6
Southeast Asian	1
White	6
Total Male	13

2021 Prof Female	
Asian/Pacific Islander	
Black	2
Hispanic	13
Southeast Asian	
White	10
Total Female	25

Age Range	
21-25	5
26-30	7
31-35	8
36-40	6
41-45	6
46-50	2
51-55	1
56-60	3
TOTAL	38

Degree	
AA	4
AS	3
BA	1
BS	3
MA	1
MS	
OTH	

2022 Prof Male	
Asian/Pacific Islander	
Black	1
Hispanic	4
Southeast Asian	1
White	6
Total Male	12

2022 Prof Female	
Asian/Pacific Islander	3
Black	1
Hispanic	32
Southeast Asian	
White	6
Total Female	42

Age Range	
18-20	1
21-25	8
26-30	17
31-35	4
36-40	13
41-45	4
46-50	1
51-55	3
56-60	3
TOTAL	54

Degree	
AA	10
AS	3
BA	7
BS	14
MA	2
MS	
OTH	

Community Service Officer

2020: None

2021 CSO Male	
Asian/Pacific Islander	
Black	
Hispanic	2
Southeast Asian	2
White	3
Total Male	7

2021 CSO Female	
Asian/Pacific Islander	1
Black	
Hispanic	3
Southeast Asian	1
White	5
Total Female	10

Age Range	
21-25	3
26-30	5
31-35	3
36-40	3
41-45	
46-50	2
51-55	1
TOTAL	17

Degree	
AA	4
AS	1
BA	2
BS	5
MA	
MS	
OTH	

2022 CSO Male	
Asian/Pacific Islander	1
Black	
Hispanic	4
Southeast Asian	3
White	2
Total Male	10

2022 CSO Female	
Asian/Pacific Islander	
Black	
Hispanic	6
Southeast Asian	1
White	3
Total Female	10

Age Range	
21-25	7
26-30	4
31-35	
36-40	3
41-45	2
46-50	4
TOTAL	20

Degree	
AA	3
AS	
BA	5
BS	4
MA	
MS	
OTH	

Cadet

2020 Cadet Male	
Asian/Pacific Islander	1
Black	1
Hispanic	8
Southeast Asian	2
White	2
Total Male	14

2020 Cadet Female	
Asian/Pacific Islander	
Black	
Hispanic	
Southeast Asian	
White	4
Total Female	4

Age Range	
18-20	2
21-25	11
26-30	3
31-35	2
36-40	
41-45	
TOTAL	18

Degree	
AA	1
AS	
BA	
BS	4
MA	
MS	
OTH	

2021 Cadet Male	
Asian/Pacific Islander	3
Black	12
Hispanic	30
Southeast Asian	2
White	17
Total Male	64

2021 Cadet Female	
Asian/Pacific Islander	2
Black	2
Hispanic	19
Southeast Asian	1
White	3
Total Female	27

Age Range	
18-20	13
21-25	49
26-30	20
31-35	5
36-40	2
41-45	2
TOTAL	91

Degree	
AA	3
AS	6
BA	4
BS	12
MA	
MS	
OTH	

2022 Cadet Male	
Asian/Pacific Islander	2
Black	1
Hispanic	40
Southeast Asian	9
White	24
Total Male	76

2022 Cadet Female	
Asian/Pacific Islander	1
Black	3
Hispanic	15
Southeast Asian	1
White	3
Total Female	23

Age Range	
18-20	11
21-25	49
26-30	24
31-35	11
36-40	3
41-45	
46-50	1
TOTAL	99

Degree	
AA	11
AS	
BA	6
BS	17
MA	
MS	1
OTH	

Separation Data for 2020-2022

Separated Sworn

2020 Sworn Male Sep	
Asian/Pacific Islander	1
Black	
Hispanic	14
Southeast Asian	
White	15
Total Male	30

2020 Sworn Female Sep	
Asian/Pacific Islander	1
Black	1
Hispanic	5
Southeast Asian	
White	1
Total Female	8

Age Range	
18-20	
21-25	2
26-30	9
31-35	3
36-40	1
41-45	4
46-50	2
51-55	8
56-60	7
61-65	
66-70	1
71-75	1
TOTAL	38

Degree	
AA	1
AS	3
BA	3
BS	4
MA	2
MS	2
OTH	

Reason	
RETIRED	17
RESIGNED	19
DEATH	1
DEMOTED	1

2021 Sworn Male Sep	
Asian/Pacific Islander	
Black	3
Hispanic	18
Southeast Asian	4
White	32
Total Male	57

2021 Sworn Female Sep	
Asian/Pacific Islander	
Black	
Hispanic	2
Southeast Asian	
White	5
Total Female	7

Age Range	
18-20	
21-25	7
26-30	7
31-35	5
36-40	3
41-45	2
46-50	4
51-55	13
56-60	18
61-65	5
TOTAL	64

Degree	
AA	1
AS	4
BA	6
BS	18
MA	
MS	1
OTH	

Reason	
RETIRED	34
RESIGNED	27
DEMOTED	2
DEATH	1

2022 Sworn Male Sep	
Asian/Pacific Islander	1
Black	4
Hispanic	16
Southeast Asian	1
White	23
Total Male	45

2022 Sworn Female Sep	
Asian/Pacific Islander	
Black	2
Hispanic	2
Southeast Asian	
White	1
Total Female	5

Age Range	
18-20	
21-25	3
26-30	3
31-35	6
36-40	9
41-45	2
46-50	2
51-55	11
56-60	12
61-65	2
TOTAL	50

Degree	
AA	5
AS	1
BA	1
BS	5
MA	
MS	1
OTH	1

Reason	
RETIRED	25
RESIGNED	16
TRANSFER	1
DEMOTION	7
DEATH	1

Terminated Sworn

2020 Sworn Male Term	
Asian/Pacific Islander	
Black	
Hispanic	8
Southeast Asian	
White	7
Total Male	15

2020 Sworn Female Term	
Asian/Pacific Islander	
Black	
Hispanic	
Southeast Asian	
White	1
Total Female	1

Age Range	
18-20	
21-25	
26-30	1
31-35	1
36-40	8
41-45	3
46-50	2
51-55	1
56-60	
61-65	
TOTAL	16

Degree	
AA	1
AS	1
BA	1
BS	2
MA	
MS	
OTH	

Reason	
IAP	9
TERMINATED	7

2021 Sworn Male Term	
Asian/Pacific Islander	
Black	1
Hispanic	
Southeast Asian	
White	5
Total Male	6

2021 Sworn Female Term	
Asian/Pacific Islander	
Black	
Hispanic	
Southeast Asian	
White	
Total Female	0

Age Range	
18-20	
21-25	
26-30	1
31-35	1
36-40	1
41-45	
46-50	3
51-55	
56-60	
61-65	
TOTAL	6

Degree	
AA	
AS	
BA	
BS	1
MA	
MS	
OTH	

Reason	
IAP	4
TERMINATED	2

2022 Sworn Male Term	
Asian/Pacific Islander	
Black	
Hispanic	3
Southeast Asian	
White	6
Total Male	9

2022 Sworn Female Term	
Asian/Pacific Islander	
Black	
Hispanic	
Southeast Asian	
White	1
Total Female	1

Age Range	
18-20	
21-25	
26-30	
31-35	1
36-40	2
41-45	6
46-50	1
51-55	
56-60	
61-65	
TOTAL	10

Degree	
AA	
AS	
BA	2
BS	2
MA	
MS	
OTH	

Reason	
IAP	5
TERMINATED	5

Separated Professional Staff

2020 Prof Male Sep	
Asian/Pacific Islander	
Black	
Hispanic	4
Southeast Asian	
White	2
Total Male	6

2020 Prof Female Sep	
Asian/Pacific Islander	
Black	
Hispanic	9
Southeast Asian	1
White	7
Total Female	17

Age Range	
18-20	
21-25	4
26-30	2
31-35	4
36-40	2
41-45	3
46-50	1
51-55	1
56-60	1
61-65	1
66-70	2
71-75	2
TOTAL	23

Degree	
AA	2
AS	
BA	4
BS	2
MA	
MS	
OTH	

Reason	
RETIRED	6
RESIGNED	15
TRANSFER	2

2021 Prof Male Sep	
Asian/Pacific Islander	
Black	1
Hispanic	2
Southeast Asian	
White	4
Total Male	7

2021 Prof Female Sep	
Asian/Pacific Islander	1
Black	
Hispanic	12
Southeast Asian	1
White	9
Total Female	23

Age Range	
18-20	
21-25	3
26-30	7
31-35	5
36-40	1
41-45	2
46-50	3
51-55	
56-60	4
61-65	2
66-70	2
71-75	1
TOTAL	30

Degree	
AA	1
AS	1
BA	3
BS	4
MA	
MS	1
OTH	

Reason	
RETIRED	8
RESIGNED	16
DEATH	1
TRANSFER	5

2022 Prof Male Sep	
Asian/Pacific Islander	
Black	
Hispanic	4
Southeast Asian	
White	3
Total Male	7

2022 Prof Female Sep	
Asian/Pacific Islander	3
Black	3
Hispanic	14
Southeast Asian	1
White	9
Total Female	30

Age Range	
18-20	
21-25	5
26-30	5
31-35	4
36-40	7
41-45	1
46-50	2
51-55	2
56-60	1
61-65	5
66-70	5
71-75	
TOTAL	37

Degree	
AA	3
AS	1
BA	5
BS	5
MA	
MS	
OTH	

Reason	
RETIRED	10
RESIGNED	16
TRANS	11

Terminated Professional Staff

2020 Prof Male Term	
Asian/Pacific Islander	
Black	
Hispanic	
Southeast Asian	
White	
Total Male	0

2020 Prof Female Term	
Asian/Pacific Islander	
Black	
Hispanic	1
Southeast Asian	
White	1
Total Female	2

Age Range	
18-20	
21-25	
26-30	1
31-35	
36-40	1
41-45	
46-50	
51-55	
56-60	
61-65	
TOTAL	2

Degree	
AA	
AS	
BA	
BS	
MA	
MS	
OTH	

Reason	
TERMINATED	2

2021 Prof Male Term	
Asian/Pacific Islander	
Black	
Hispanic	
Southeast Asian	
White	
Total Male	0

2021 Prof Female Term	
Asian/Pacific Islander	
Black	
Hispanic	
Southeast Asian	
White	1
Total Female	1

Age Range	
18-20	
21-25	
26-30	
31-35	
36-40	
41-45	
46-50	1
51-55	
56-60	
TOTAL	1

Degree	
AA	
AS	
BA	
BS	
MA	
MS	
OTH	

Reason	
TERMINATED	1

2022 Prof Male Term	
Asian/Pacific Islander	
Black	
Hispanic	
Southeast Asian	1
White	
Total Male	1

2022 Prof Female Term	
Asian/Pacific Islander	
Black	
Hispanic	
Southeast Asian	
White	1
Total Female	1

Age Range	
18-20	
21-25	1
26-30	
31-35	
36-40	
41-45	
46-50	
51-55	
56-60	1
TOTAL	2

Degree	
AA	
AS	
BA	
BS	
MA	
MS	1
OTH	

Reason	
TERMINATED	2

Cadets

2020 Male Cadets Sep	
Asian/Pacific Islander	1
Black	
Hispanic	10
Southeast Asian	2
White	3
Total Male	16

2020 Female Cadets Sep	
Asian/Pacific Islander	
Black	
Hispanic	3
Southeast Asian	1
White	3
Total Female	7

Age Range	
18-20	1
21-25	11
26-30	8
31-35	3
36-40	
41-45	
46-50	
TOTAL	23

Degree	
AA	1
AS	
BA	1
BS	1
MA	
MS	
OTH	

Reason	
PROMOTED	16
RESIGNED	5
TRANSFERRED	2

2021 Male Cadets Sep	
Asian/Pacific Islander	1
Black	3
Hispanic	16
Southeast Asian	2
White	8
Total Male	30

2021 Female Cadets Sep	
Asian/Pacific Islander	1
Black	
Hispanic	2
Southeast Asian	
White	4
Total Female	7

Age Range	
18-20	
21-25	24
26-30	10
31-35	3
36-40	
41-45	
46-50	
51-55	
56-60	
61-65	
TOTAL	37

Degree	
AA	2
AS	4
BA	
BS	10
MA	
MS	
OTH	

Reason	
PROMOTED	30
RESIGNED	6
TERMINATED	1

2022 Male Cadets Sep	
Asian/Pacific Islander	3
Black	9
Hispanic	45
Southeast Asian	9
White	22
Total Male	88

2022 Female Cadets Sep	
Asian/Pacific Islander	1
Black	3
Hispanic	21
Southeast Asian	2
White	3
Total Female	30

Age Range	
18-20	
21-25	74
26-30	29
31-35	7
36-40	5
41-45	2
46-50	
51-55	1
TOTAL	118

Degree	
AA	11
AS	5
BA	7
BS	31
MA	
MS	1
OTH	

Reason	
PROMOTED	102
RESIGNED	9
TRANS	5
TERMINATED	2

Temporary Employees

2020 Male Temp	
Asian/Pacific Islander	
Black	
Hispanic	3
Southeast Asian	
White	9
Total Male	12

2020 Female Temp	
Asian/Pacific Islander	1
Black	
Hispanic	1
Southeast Asian	
White	7
Total Female	9

Age Range	
26-30	
31-35	1
36-40	1
41-45	
46-50	2
51-55	
56-60	2
61-65	6
66-70	4
71-75	2
76-80	3
TOTAL	21

Degree	
AA	1
AS	1
BA	1
BS	3
MA	
MS	
OTH	

Reason	
EOT	21
RESIGNED	
TERMINATED	

2021 Male Temp	
Asian/Pacific Islander	
Black	
Hispanic	1
Southeast Asian	
White	1
Total Male	2

2021 Female Temp	
Asian/Pacific Islander	
Black	
Hispanic	
Southeast Asian	
White	2
Total Female	2

Age Range	
18-20	
21-25	
26-30	
31-35	
36-40	1
41-45	
46-50	
51-55	
56-60	
61-65	3
66-70	
TOTAL	4

Degree	
AA	
AS	
BA	1
BS	1
MA	
MS	
OTH	

Reason	
EOT	4
RESIGNED	
TERMINATED	

2022 Male Temp	
Asian/Pacific Islander	
Black	
Hispanic	
Southeast Asian	
White	2
Total Male	2

2022 Female Temp	
Asian/Pacific Islander	
Black	
Hispanic	
Southeast Asian	
White	
Total Female	

Age Range	
18-20	
21-25	
26-30	
31-35	
36-40	
41-45	
46-50	
51-55	2
56-60	
61-65	
66-70	
TOTAL	2

Degree	
AA	
AS	
BA	
BS	
MA	
MS	
OTH	

Reason	
EOT	1
RESIGNED	1
TERMINATED	



PROMOTIONS

Date	Name	Rank	Sex	Race	College Degree
2/1/2021	Paul G Cervantes	LT	M	H	MS
2/15/2021	Tomas Cantu	SGT	M	H	AA
2/15/2021	Brandon Brown	SGT	M	W	BS
2/15/2021	Antonio M. Route	SGT	M	B	MA
7/19/2021	Sukhbir Chauhan	SGT	M	AP	BS
7/19/2021	Parvinder Dhillon	SGT	F	SA	BS
7/19/2021	Erik Ia	SGT	M	SA	BA
7/19/2021	Michael Pierce	SGT	M	W	BS
7/19/2021	Brian Valles	LT	M	H	BA
8/2/2021	Robert Beckwith	CAPT	M	W	BS
8/2/2021	Burke Farrah	DC	M	W	MA
8/30/2021	Brian Chadwick	SGT	M	W	
8/30/2021	Brian Freer	SGT	M	W	
8/30/2021	Danny Kim	SGT	M	SA	MS
8/30/2021	Chad Soares	SGT	M	W	
8/30/2021	Catalina Rodriguez	SGT	F	H	AS
8/30/2021	Brandon Wiemiller	SGT	M	W	
8/30/2021	Curtis Bunch	SGT	M	W	BA
8/30/2021	Sean Biggs	LT	M	W	BS
8/30/2021	Sky Leibee	LT	M	SA	MS
8/30/2021	Brian G. Pierce	LT	M	W	MS
8/30/2021	Michael Landon	CAPT	M	W	BS
2/28/2022	John Banuelos	SGT	M	H	
2/28/2022	Andrew Rochin	SGT	M	W	BA
2/28/2022	Donovan Pope	SGT	M	W	AS
4/25/2022	Roland Rendon	SGT	M	H	AS
4/25/2022	Doug Scheidt	SGT	M	W	BA
5/23/2022	Primitivo Diaz	SGT	M	H	BS
5/23/2022	Kham Xiong	SGT	M	SA	
6/6/2022	Jacob Snow	SGT	M	W	
6/6/2022	Roberto Esquibel	SGT	M	H	
6/6/2022	Ignacio Ruiz	LT	M	H	MA
8/15/2022	Jennifer Horsford	CAPT	F	H	MS
8/15/2022	Bob Dewey	LT	M	W	
8/15/2022	Mike Gebhart	LT	M	W	BA
8/15/2022	Bradley Oliver	SGT	M	W	
8/15/2022	Scott Reese	SGT	M	W	
8/15/2022	Jeremy Maffei	SGT	M	W	
8/15/2022	Jarite Gueringer	SGT	M	B	
8/15/2022	Mindy Casto	DC	F	W	BS
8/15/2022	Leslie Williams	LT	F	W	

12/5/2022 Erik Castillo	SGT	M	H	
12/5/2022 Ramon Ruiz	SGT	M	H	
12/5/2022 Jarrett Kraft	SGT	M	I	BS
12/5/2022 Manpreet Uppal	SGT	M	SA	BS
12/5/2022 Marissa Jackson	SGT	F	H	MA
1/2/2023 Ricardo Loza	SGT	M	H	AS

Response to Reform Recommendations

APPENDIX C





STATEMENT FOR THE RECORD

MAJOR CITIES CHIEFS ASSOCIATION

**HOUSE JUDICIARY COMMITTEE
SUBCOMMITTEE ON THE CONSTITUTION,
CIVIL RIGHTS, AND CIVIL LIBERTIES**

**“EXAMINING CIVIL RIGHTS
LITIGATION REFORM, PART 1:
QUALIFIED IMMUNITY”**

MARCH 31, 2022

Chairman Cohen, Ranking Member Johnson, and distinguished members of the Subcommittee:

Thank you for granting the Major Cities Chiefs Association (MCCA) the opportunity to submit this statement for the record. The MCCA is a professional organization of police executives representing the 79 largest cities in the United States and Canada. The Association's mission is to provide a forum for police executives from large population centers to address the challenges and issues of policing, influence national and international policy that affects police services, enhance the development of current and future police leaders, and encourage and sponsor research that advances this mission.

The MCCA is a leader in national policy debates on policing reform and has consistently called for an approach to reform that is evidence-based, sustainable, and thoughtful. Every day, MCCA members work to protect and serve their communities while implementing professional law enforcement practices that are fair, equitable, transparent, and procedurally just. Furthermore, the MCCA remains steadfast in its commitment to help increase accountability and build trust between law enforcement and the communities we serve.

Qualified immunity is a legal doctrine that protects government officials, not just members of law enforcement, from civil liability for actions carried out while performing their official duties as long as those actions do not violate a clearly established constitutional right. Reforming this doctrine is one of the most contentious topics in policing-related policy debates. In May 2021, the MCCA's membership developed a qualified immunity reform policy statement, which outlined how the doctrine of qualified immunity can be reformed to improve transparency and ensure those individuals who engage in gross misconduct are held accountable for their actions.

Qualified Immunity Cannot Be Eliminated

The MCCA strongly opposes the complete elimination of qualified immunity. The doctrine must be preserved to ensure that law enforcement officers who act in an objectively reasonable manner have the protections necessary for them to discharge their duties effectively. For example, these protections are important when officers must make split-second decisions under very difficult circumstances. Furthermore, eliminating qualified immunity would likely have several unintended consequences, such as negative impacts on officer performance or law enforcement recruitment and retention efforts, both of which are detrimental to public safety overall. It could also result in additional strain on state and local government budgets due to increased insurance costs as well as attorney's fees and judgments related to an increase in lawsuits.

Misconceptions About Qualified Immunity

In order to have a productive debate about qualified immunity reform, it's crucial to operate off of the same set of facts. Several misconceptions about what qualified immunity does and does not do have complicated reform discussions. For example, the doctrine applies to the actions of all public officials and government employees, not just law enforcement officers. Qualified immunity also only applies to civil liability and does not prevent someone from being charged with a crime if their actions violated the law. Finally, these protections apply to all aspects of law enforcement's job, not just situations involving the use of force.

Current Challenges

The MCCA acknowledges that courts' current interpretation of qualified immunity has made it difficult for plaintiffs to prove their constitutional rights were violated in some cases. For a court to find that qualified immunity does not apply, plaintiffs need to demonstrate that their rights were violated and that it was clearly established at the time of the incident that the officer's actions violated those rights. To prove this, plaintiffs must point to a previous case in the relevant jurisdiction, with a substantially similar set of facts, in which the court determined an officer's conduct violated an individual's constitutional rights. However, due to the varying interpretations for what constitutes meeting the clearly established rights standard, qualified immunity protections have been applied in some extraordinary cases where the officer engaged in egregious behavior that the MCCA does not condone.

Key Principles

While the MCCA opposes the elimination of qualified immunity, the MCCA supports reforming the doctrine to better promote transparency and accountability. The MCCA recommends that any proposed reforms incorporate the following principles:

- Law enforcement officers must continue to have access to the necessary protections to allow them to do their jobs without fear of retribution for actions that are objectively reasonable and performed in good faith
- Officers who engage in conduct that is criminal must be held accountable—a failure to do so undermines the trust between law enforcement and the community that is critical to good policing
- When assessing claims of qualified immunity, courts should examine if the officer's actions were objectively reasonable or if there was fair notice or warning that the conduct was unconstitutional
- Any reforms to qualified immunity should apply to all government employees, not just law enforcement officers

Qualified Immunity Reform Proposal

While officers who break the law or intentionally violate an individual's constitutional rights should be held accountable civilly or criminally, those who seek to do their best to make the right decision under challenging circumstances deserve the protections afforded by qualified immunity. Accordingly, Congress should not abolish qualified immunity, and any changes to the doctrine should affect the protections afforded to all government officials.

Qualified immunity should be denied when an officer has fair notice that their conduct violates a constitutional right or the officer's conduct was not objectively reasonable. In other words, an officer can be on notice that their conduct violates established law even in novel factual situations.¹ Plaintiffs should not have to point to a previous case with a substantially similar set of facts to prove their rights were violated. These changes will ease the burden on plaintiffs while ensuring officers are still appropriately protected.

¹ See *Hope v. Pelzer*, 536 U.S. 730 (2002). In this case, the Supreme Court held that courts could look not only to circuit precedent but also to the "obvious cruelty inherent in the practice itself" in order to determine if there was fair notice.

Examples Highlighting Impact of Proposed Reforms

Baxter v. Bracey

Officers Brad Bracey and Spencer Harris pursued Alexander Baxter in response to reports that Baxter was attempting to burglarize houses in the neighborhood. At the end of the pursuit, the officers, who had a police dog with them, found Baxter sitting on the ground with his hands in the air. Officer Harris released the dog, who bit Baxter, requiring emergency medical treatment.²

Baxter sued, claiming that Officer Harris's use of the police dog violated his Fourth Amendment rights. A previous Sixth Circuit case held that using a police dog against a non-threatening suspect laying on the ground with their hands at their side was unconstitutional. Despite this case, Officer Harris was granted qualified immunity. The court held that there was no case law suggesting that Baxter "raising his hands, on its own, is enough to put Harris on notice that a canine apprehension was unlawful in these circumstances."³

If Congress enacted the MCCA's proposed reforms to qualified immunity, Baxter could have argued that Officer Harris had fair notice that his conduct violated a constitutional right from the previous Sixth Circuit case or that Officer Harris's conduct was not objectively reasonable under the facts and circumstances present.

Kelsay v. Ernst

Melanie Kelsay was engaged in horseplay at a public pool with a friend. Some bystanders thought she was being assaulted and called the police, who arrested the friend, despite Kelsay's claims that her friend was not assaulting her. Police ended up arresting Kelsay as well, and while speaking with Sheriff's Deputy Matt Ernst, Kelsay noticed her daughter had gotten into an altercation with a bystander. Kelsay tried to go over to her daughter, but Deputy Ernst grabbed her arm and told her to "get back here." Kelsay attempted to walk towards her daughter again. Deputy Ernst grabbed her from behind in a bear hug and threw her to the ground, which rendered Kelsay unconscious and broke her collarbone.⁴

Kelsay sued, claiming Deputy Ernst had violated her Fourth Amendment rights. The Eighth Circuit granted qualified immunity to Deputy Ernst, and the court upheld this decision after agreeing to rehear the case en banc. The Eighth Circuit held that at the time of the incident, it was not clearly established that:

A deputy was forbidden to use a takedown maneuver to arrest a suspect who ignored the deputy's instructions to "get back here" and continued to walk away from the officer. None of the decisions cited by the district court or Kelsay involve a suspect who ignored an officer's command and walked away, so they could not clearly establish the unreasonableness of using force under the particular circumstances here.⁵

² *Baxter v. Bracey*, No. 18-5102 (6th Cir. Nov. 8, 2018). See also, Jay Schweikert, "Qualified Immunity: A Legal, Practical, and Moral Failure," Policy Analysis no. 901, CATO Institute, September 14, 2020.

<<https://www.cato.org/policy-analysis/qualified-immunity-legal-practical-moral-failure>>

³ *Ibid.*

⁴ *Kelsay v. Ernst* 933 F.3d 975 (8th Cir. 2019). See also "The Federal Law Enforcement Informer," 9 Informer 19, *Federal Law Enforcement Training Center, U.S. Department of Homeland Security*, September 2019.

<https://www.fletc.gov/sites/default/files/9informer19_1.pdf> ⁵ *Ibid.*

If Congress enacted the MCCA's proposed reforms to qualified immunity, Kelsay would have been able to argue that Deputy Ernst had fair notice that his conduct was unconstitutional. In fact, the principal dissenting opinion in this case cited four previous Eight Circuit cases to argue there was sufficient case law to "put a reasonable officer on notice that the use of force against a non-threatening misdemeanant who was not fleeing, resisting arrest, or ignoring other commands" was unconstitutional.⁵ Additionally, Kelsay also could have argued that Deputy Ernst's conduct was not objectively reasonable under the facts and circumstances of the case.

Corbitt v. Vickers

Christopher Barnett, a criminal suspect, fled into the backyard of Amy Corbitt while being pursued by law enforcement. When Barnett entered the backyard, one adult and six children were present, and law enforcement ordered everyone to get on the ground. Everyone complied, and then the Corbitt family dog entered the backyard. While the dog did not appear to be threatening anyone, Deputy Vickers fired two shots at the dog but missed. The second shot hit Corbitt's 10-year-old child, who was still on the ground near the deputy.⁶

Corbitt sued, and the court granted Deputy Vickers qualified immunity because of the "unique facts" of the case. The court held there was not a previous case that could clearly establish that "a temporarily seized person—as was [the child] in this case—suffers a violation of his Fourth Amendment rights when an officer shoots at a dog—or any other object—and accidentally hits the person."⁷

If Congress enacted the MCCA's proposed reforms to qualified immunity, Corbitt would have been able to argue that Deputy Vickers' conduct was not objectively reasonable under the facts and circumstances present.

Frasier v. Evans

Levi Frasier recorded several officers who were using force to arrest an uncooperative suspect in public. Following the arrest, one of the officers followed Frasier to his car and requested he turn over the video of the arrest. Despite initially claiming that he did not have video of the incident, Frasier eventually produced the tablet he used to record it. One of the officers grabbed the tablet and began to look for the video. Frasier claimed the officer deleted the video, but later forensic analysis revealed the recording was still on the tablet.⁸

Frasier sued the officers, claiming they had violated his First and Fourth Amendment rights. While the district court granted the officers qualified immunity for the Fourth Amendment claims, the officers were denied qualified immunity for the First Amendment claims. The district court held that while at the time of the incident, no previous Tenth Circuit case clearly established "the right to record police officers performing their official duties in public spaces," the officers "actually

⁵ *Ibid.* The four cases cited in the opinion are *Brown v. City of Golden Valley*, 574 F.3d 491 (8th Cir. 2009), *Shannon v. Koehler* 616, F.3d 855 (8th Cir. 2010), *Montoya v. City of Flandreau*, 660 F.3d 867 (8th Cir. 2012), and *Shekleton v. Eichenberger* 677 F.3d 361 (8th Cir. 2012).

⁶ *Corbitt v. Vickers*, 929 F.3d 1304 (11th Cir. 2019) See also, Jordan Rubin, "High Court Won't Hear Law Enforcer Qualified Immunity Cases," *Bloomberg Law*, June 15, 2020.

< <https://news.bloomberglaw.com/us-law-week/justices-wont-take-up-law-enforcer-qualified-immunity-doctrine> >

⁷ *Ibid.*

⁸ *Frasier v. Evans*, No. 19-1015 (10th Cir. 2021).

knew from their training that this right existed,” and “are not entitled to qualified immunity when they knowingly violate a plaintiff’s rights.”⁹

The officers appealed, and the appellate court overturned the district court’s decision. The appellate court held that the officers should have been granted qualified immunity once the district court held that at the time of the incident, the right to record law enforcement officers “performing their official duties in public spaces” was not clearly established.¹⁰

If Congress enacted the MCCA’s proposed reforms to qualified immunity, Frasier would have been able to argue that in light of the officers’ training, their conduct was not objectively reasonable under the facts and circumstances present.

Conclusion

Officers who act in an objectively reasonable manner deserve to be protected by qualified immunity. These protections are necessary to ensure officers can act decisively in challenging situations and uphold public safety. Eliminating qualified immunity would have far-reaching impacts and make our communities less safe overall. However, law enforcement must acknowledge that courts’ current interpretation of qualified immunity has presented a challenge. Therefore, the doctrine should be reformed so qualified immunity is denied when an officer has fair notice that their conduct violates a constitutional right or the officer’s conduct was not objectively reasonable. These changes will increase transparency and accountability and help law enforcement continue building the trust with the community that is critical to good policing.

⁹ *Ibid.*

¹⁰ *Ibid.*

Response to Reform Recommendations

APPENDIX D





OFFICE OF THE CITY MANAGER

DATE: November 10, 2022

TO: HONORABLE MAYOR JERRY DYER
COUNCIL PRESIDENT NELSON ESPARZA
COUNCILMEMBERS

FROM: GEORGEANNE WHITE, City Manager
TJ MILLER, Assistant City Manager
PACO BALDERRAMA, Chief of Police
PHIL COOLEY, Deputy Chief

A handwritten signature in blue ink, appearing to be "G. White", written over the name of the City Manager.

SUBJECT: PROGRESS REPORT ON THE REDUCTION OF LONG-TERM ABSENCES

The purpose of this Memorandum is to provide a progress report on the Fresno Police Department's efforts to reduce the number of worker's compensation-related long-term absences (LTA).

In May of 2021, Chief Paco Balderrama implemented the Employee Services and Investigations Unit, focusing on employee health and wellness and reducing work-related long-term absences. The unit includes the Workers' Comp Unit (WCU), which has worked toward addressing the following areas:

- Refine and update current Department policy to address deficiencies and increase accountability for employees on LTA.
- Review and audit current Workers' Compensation system to identify deficiencies and inefficiencies.
- Review and assess the Light Duty assignment process.
- Employee Services and Investigations Unit completion of the Wellness Center and initiate engagement with those who are on LTA.

The WCU worked vigorously to update the Department's policy which addresses injured employees and light duty assignments. The updated policy went through a very thorough review process before it was implemented in July 2022. During the policy's review process and prior to its release, the Wellness Center reached out to those members off work due to injury to determine if the Department could help in any way in their recovery process. The Wellness Center received positive feedback from the

MEMORANDUM

Mayor Dyer, Council President Esparza, Council Members
Progress Report on the Reduction of Long-Term Absences

November 8, 2022

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members they contacted. They were pleased to learn the Department cared about their wellbeing and was reaching out to them.

The WCU also worked in a collaborative effort with the City's Personnel Service Department (PSD) to address the reduction of members on LTA. The Risk team supported the effort by continually providing claims management updates to the WCU team, having stewardship meetings with Primary Care Providers to remove the barriers that were preventing claims resolution and by collaborating with the ADR Committee to take a holistic approach to expediate medical care for members and avoid unnecessary delays of claims.

By comparing the data from the LTA list from a year ago, it is very evident the Department, in collaboration with PSD, has made great strides and has been effective in addressing the LTA issue.

On November 7, 2021, the Department reported 56 officers completely off work due to injury. There were an additional 23 officers working light duty assignments due to work related injuries. In total, 79 officers were unable to perform their duties due to work injuries. As of November 8, 2022, we have 34 officers completely off work (39% reduction) and 18 working light duty assignments (21% reduction), for a total of 52 officers unable to perform their duties due to injury (34% reduction).

	2021	2022	Percentage
Off Work Due to Injury	56	34	39% Reduction
Light Duty Assignment	23	18	21% Reduction
Total	79	52	34% Reduction

Response to Reform Recommendations

APPENDIX E





MEMORANDUM

December 5, 2022

TO: GEORGEANNE WHITE, City Manager
TJ MILLER, Assistant City Manager

FROM: PACO BALDERRAMA, Chief of Police
JOE ALVAREZ, Acting Deputy Chief

A handwritten signature in blue ink, appearing to be "Paco", written over the name Paco Balderrama.

SUBJECT: TRANSITION OF SPECIFIED POSITIONS

The purpose of this Memorandum is to provide a progress report on the Fresno Police Department's efforts to transition certain identified positions within the Department from sworn positions to professional staff (i.e. civilian or non-sworn) positions.

To maximize the available workforce within the Department, positions were identified which were currently filled with sworn officers that, based on their duties, could transitioned to professional staff positions. Those units included:

- Duty Office
- Worker's Compensation Coordinator
- Background Investigations Unit
- Body Camera / UAV Unit

The following are summaries of the efforts of the Department to transition the specified units.

Background Investigations Unit

The Background Investigations Unit is currently staffed by one sergeant and seven officers. One officer is assigned to concealed weapons permits, one is assigned full-time to the computer voice stress analysis (CVSA) position, and the other five are assigned to completing backgrounds on all applicants for the department, coordinating Skillbridge, conducting interviews for sworn positions, and other duties.

In November 2021, certain background investigator positions were turned into temporary professional staff positions, including those in the PC290 and the Cannabis Compliance Unit. The selected units were the only positions that were interviewed for professional staff. The temporary positions were changed to permanent status in March

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of 2022. There are currently six open PCNs for the position of background investigator, and interviews have not yet been scheduled. City Personnel is confirming if there is an active list of candidates for the position. If the list has expired, we will open a new recruitment for the positions.

Duty Office

The Duty Office operates 24 hours a day and is currently staffed by one sergeant and six sworn officers. The Duty Office is responsible for items including maintaining and scheduling daily patrol staffing, coordinating overtime and absences, coordinating call-outs on critical incidents, issuing replacement equipment during nighttime hours, and all requests and scheduling for contract policing services. To maintain operations and allow for sufficient training on the multitude of tasks, the decision was made to hire professional staff and slowly transition sworn officers out as the new staff becomes proficient.

A recruitment was held under the job specification of "Community Outreach Specialist" in July of 2022. The first four candidates are currently in the background process for hiring. A second round of interviews is anticipated in the next two weeks to select candidates for the other two positions. We anticipate hiring, training, and transition the entire Duty Office in 2023.

Worker's Compensation Coordinator

The Worker's Compensation Coordinator is currently occupied by one sworn officer who maintains records and coordinates worker's compensation claims for all Department employees. In April of 2022, a recruitment was held for two "Risk Analysts" to assume the coordinator duties. As of today's date, one analyst has been hired and two additional candidates are in the background process for the second position. We anticipate filling the second position within the next month. The sworn officer in that position has been transferred out effective Monday, December 5, 2022.

Body Camera Unit

The Body Camera Unit currently consists of one sergeant and two full-time officers who deal with duties such as equipment repairs, issuing equipment, training, and preservation of evidence requests. The unit also is part of the sUAV unit and respond to calls for service, issuing equipment, equipment repairs, purchasing, training, and all required reporting. While initially part of the request to civilianize, the required training, expertise, and certifications for these position will make transition significantly more difficult. If we continue with transitioning to a professional staff position, a determination of the job classification would be required before moving forward with a recruitment effort.

Response to Reform Recommendations

APPENDIX F



ARPA CBO Proposals

Organization	Category	Program/Project	CMO/COVID Subcommittee Recommended
Bitwise	Small Business Assistance	Small Business digital empowerment/broadband	1,000,000
Boys & Girls Club	Public Health/Youth Leadership	After school programming	160,000
Breaking the Chains	Homeless/Housing Services	Housing services for human trafficking survivors	104,443
Centro La Familia Advocacy Services	Economic, homeless/housing, small business assistance	Financial debt relief for low-income populations	873,840
Fresno Metro Black Chamber Foundation	Small Business Assistance	Support small business and enhance job retention	715,000
Fresno Metro Ministry	Food Distribution Services	Healthy food and community Hub	429,420
Helping Others Pursue Excellence	Small Business/Youth Development	Training for youth and capacity building for CBOs and small businesses	500,000
Marjaree Mason Center, Inc.	Homeless/Housing Services	Shelter and Supportive Services	1,067,297
San Joaquin Valley Manufacturing Alliance	Economic Recovery	Workforce training, growth of manufacturing industry, professional development	578,040
Asian Business Institute & Resource Center	Small Business Assistance	Crop buyback program	1,000,000
Arte Americas	Small Business Assistance	Capitol improvements for site	413,175
Neighborhood Industries	Workforce Development	Employment, Food, Housing and Human Services	1,000,000
Fresno Area Hispanic Foundation	Small Business Assistance	Financial assistance for small businesses	1,000,000
Central Valley Children's Services Network	Economic Impacts	Child Care Vouchers	1,000,000
Exceptional Parents Unlimited	Childhood intervention/Economic Impact	Intervention program for children with developmental delays	158,785

10,000,000

Response to Reform Recommendations

APPENDIX G



Fresno Police Chaplaincy
Budget for fiscal year 2022-2023:

Income

Account	General Budget	Stealth Budget	Total Budget
Donations			
4000 - Contributions Income			
4000.01 FPD Annual contract	75,000	-	75,000
4000.02 FPD Payroll Deduction	34,800	-	34,800
4000.03 Church Contributions	5,700	-	5,700
4000.04 Individual Contributions	13,920	-	13,920
4000.05 Corporate Contributions	9,000	-	9,000
4010 - Grant Income	-	-	-
4030 - Fundraiser Income	-	-	-
4030.01 - Support Blue Run	70,000	70,000	140,000
4030.02 - Granville Home of Hope	-	65,000	65,000
4050 - Product Sales - "Support Blue"	21,600	-	21,600
Other Income			-
			-
Total Income	230,020	135,000	365,020

Expense

Account	General Budget	Stealth	Total Budget
Administrative Expenses			
5010 - Accounting Expense	18,000	-	18,000
5015 - Advertising and Promotion	3,000	-	3,000
5100 - Bank Fees	300	-	300
5250 - Computer Expense	600	-	600
5260 - Dues and Subscriptions	1,800	-	1,800
5262 - Donation Processing Fees - SQ	3,000	-	3,000
5265 - Education and Training	-	-	-
5270 - Fundraising Expense			
5270.01 - Support Blue Run	70,000	-	70,000
5270.02 - Granville Home of Hope	4,200	-	4,200
5272 - Facilities Expense			
5272.02 - Cleaning and Janitorial	2,820	-	2,820
5272.04 - Garbage and Recycling	816	-	816
5272.06 - Insurance Expense	1,800	-	1,800
5272.08 - Landscaping Maintenance	1,200	-	1,200
5272.09 - Mortgage Payments	14,568	-	14,568
5272.10 - Repairs and Maintenance	3,000	-	3,000
5272.12 - Security Monitoring	984	-	984

5272.16 - Utilities	18,000	-	18,000
5360 - Telephone	420	-	420
5273 - Legal and Professional	3,500	-	3,500
5274 - Liability Insurance	4,040	-	4,040
5275 - Meeting Expense	300	-	300
5280 - Office Expense	-	-	-
5300 - Office Supplies	9,000	-	9,000

5305 - Payroll Expense			
5305.01 - Salaries and Wages	77,280	115,680	192,960
5305.02 - Housing Allowance	-	-	-
5305.03 - Payroll Taxes	8,501	12,725	21,226
5305.05 - Health Insurance	-	-	-
5305.06 - Workers Comp Insurance	773	1,157	1,930
5305.07 - Retirement	-	-	-
5305.08 - Employee Benefits	-	-	-
5305.09 - Bonuses	-	-	-
5305.1 - Payroll Processing Fees			
5312 - Postage and Freight	-	-	-
5320 - Printing and Publication	-	-	-
5352 - Product Purchases - Support Blue	-	-	-
5352.01 Product Purchase	10,000	-	10,000
5352.02 Postage and Shipping - Product	4,200	-	4,200
5360 - Telephone	-	-	-
5270 - Uniform Expense	600	600	1,200

Program Expenses

5400 - Support to Other NPO	-	-	-
5390 - Program Expenses	-	3,240	3,240
5415 - Special Events Expenses	-	-	-
5420 - Ministry Supplies -	3,000	-	3,000
5420.01 NEST Supplies	1,200	-	1,200
5420.02 Officer Supplies	1,800	-	1,800

Total Expense	268,702	133,402	402,103
Net Income	(38,682)	1,598	(37,083)

Response to Reform Recommendations

APPENDIX H



Response to Reform Recommendations

Police Reform Recommendations Report Hyperlinks

Appendix A

City of Fresno Office of Independent Review

Link: [City Manager | Office of Independent Review \(fresno.gov\)](#)

Fresno Police Department Policy Manual

Link: [Police Department | Records & Reports \(fresno.gov\)](#)

City of Fresno Annual Budget

Link: [upload tempFY-2023-Adopted-Budget.pdf \(fresno.gov\)](#)

City of Fresno Labor Management Act

Link: [Reso2010156LaborMgmtAct.pdf \(fresno.gov\)](#)

FUSD School Resource Officer Survey

Link: [Fresno Unified School District Board Communication](#)