Reimagining Community Safety

July 23, 2021

1:15 pm – 2:15 p.m.





Meeting Logistics



- 1. Webinar length: approximately 1 hour
- 2. Please take care to mute your audio/phones
- 3. At the end of the presentations, there will be a Q&A session followed by a facilitated group discussion
- 4. If you have a question during a presentation, type it into the chat box, or raise your hand and we will call on you after the presentation is finished
- 5. Think of something later? Email aguirre@scag.ca.gov or the presenter
- 6. All presentations will be emailed to those who registered to participate in today's webinar

Presentations



Presentation #1: Overview of Regional Conditions, Go Human Campaign

Courtney Aguirre, SCAG

Presentation #2: Moving from Enforcement to Engagement

Natasha Riveron, Safe Routes Partnership

Presentation #3: Safe Streets for All

Barnali Ghosh, Walk Bike Berkeley

Presentation #4: Alternative Traffic Enforcement Approaches in Los Angeles

Eric Bruins, City of Los Angeles

Overview of Existing Conditions & Go Human Campaign

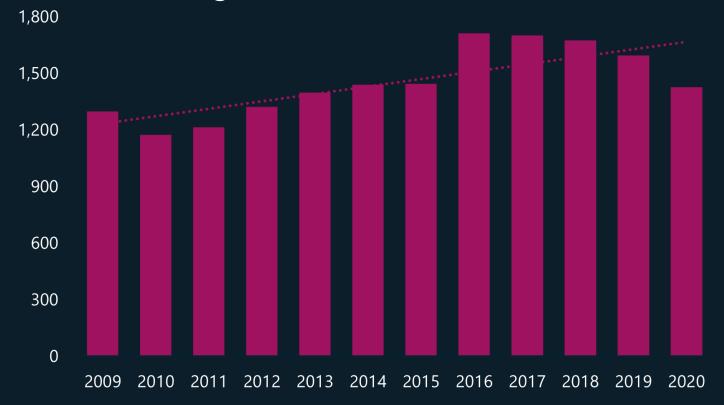
July 21, 2021



What are the overall trends?



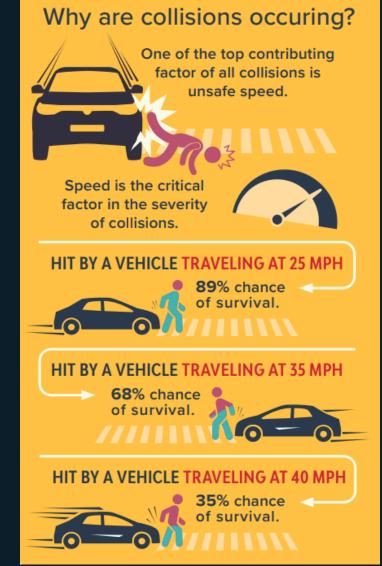
SCAG Region Total Number of Fatal Victims













Arriving Home Safe

The State of Transportation Safety in the Southern California Region

Southern California Association of Governments June 8, 2021

Visit scag.ca.gov/transportation-safety for all county-specific factsheets, a **Story Map, the Transportation Safety Regional Existing Conditions Report, and** more.



Go Human Active Transportation Safety & Encouragement Campaign



Co-Branding
& Regional Advertising
Campaign



Temporary Safety
Demonstrations &
Programming
(Kit of Parts)



Safety Workshops, Webinars, and Technical Assistance



SCAG's Go Human Traffic Safety Peer Exchanges



Traffic Safety Peer Exchanges Events

Tuesday, July 13, 1 p.m

Human-Centered Safety in Rural Communities

(Imperial, Riverside, & San Bernardino Counties)

Thursday, July 15, 11 a.m.

Traffic Safety in the City: Centering Equity & Access

(Orange, Riverside, & San Bernardino County)

Tuesday, July 20, 1 p.m.

Traffic Safety in Suburbia: Serving All Ages

(Ventura & Los Angeles Counties)

Friday, July 23, 1:15 p.m.

Reimagining Community Safety



Thursday, July 29, 1 p.m.

Traffic Safety in Suburbia: Serving All Ages

(Orange, Riverside, & San Bernardino Counties)

Tuesday, August 3, 11 a.m.

Human-Centered Safety in Rural Communities

(Ventura & Los Angeles Counties)

Tuesday, August 10, 1 p.m.

Traffic Safety in the City: Centering Equity and Access (Los Angeles County)



Visit gohumansocal.org to register and sign up for the Go Human newsletter

Follow Go Human on socials @GoHumanSoCal

Zoom Poll Questions



- 1. Which type of organization are you from (if applicable):
 - a) Community-Based Organization/Nonprofit
 - b) State agency
 - c) City/county agency
 - d) Regional agency
 - e) University/academia
 - f) Private company
 - g) Other
 - h) NA
- 2. Is your organization currently doing work to reimagine community safety? (Yes/No)
- 3. Have you ever been stopped by police? Or have you known someone stopped by police? (Yes/No)



MOVING FROM ENFORCEMENT
TO ENGAGEMENT







What do we mean by "Safe"?

- Not injured or killed as a result of traffic violence
- Not bullied or harassed
- Not victim to physical violence, threats, or intimidation
- We want more than just not being killed, hurt, or harassed; we want people to thrive.

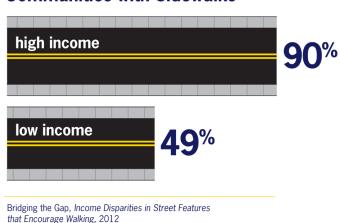


The problem with enforcement:

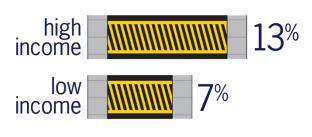
Structural racism and decades of social and built infrastructure disinvestment.

Communities with Sidewalks

© 2015 Safe Routes to School National Partnership



Communities with Marked Crosswalks



Bridging the Gap, Income Disparities in Street Features that Encourage Walking, 2012

© 2015 Safe Routes to School National Partnership



- f Decades of racist transportation policy
- killed Avante Reynolds Cobbs Creek
- wants change



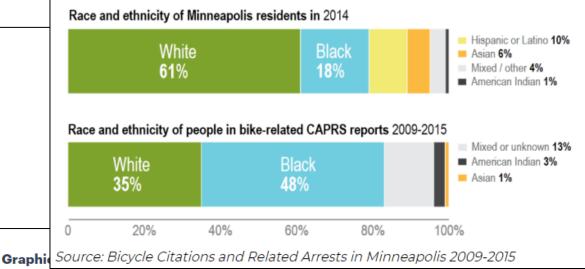


The problem with enforcement: Racial profiling

Los Angeles Times

Black drivers face more police stops in California,

state analysis shows





WALKING WHILE BLACK

Pedestrian Enforcement and Racial Profiling



The problem with enforcement: It doesn't change long-term driver behavior



An Assessment of Traffic Stops and Policing Strategies in Nashville (Policing Project, NYU School of Law)

Do speeding tickets reduce the likelihood of receiving subsequent speeding tickets? A longitudinal study of speeding violators in Maryland (Department of Epidemiology and Preventive Medicine, University of Maryland School of Medicine)

Effect of High-Visibility Enforcement on Motor Vehicle Crashes (Metro Nashville Police Department)



The problem with enforcement: It doesn't make communities feel safer

Having 'The Talk': Expert Guidance On Preparing Kids For Police Interactions

August 27, 2019

ARIONNE NETTLES

MONICA ENG



Source: NPR WBEZ

The forgotten minority in police shootings

By Elise Hansen, CNN

Updated 2:51 PM ET, Mon November 13, 2017

Source: The Center for <u>Indian Country</u> <u>Development</u>

Portland area parent arrested by ICE at school bus stop

Courtney Vaughn # Tuesday, February 25, 2020



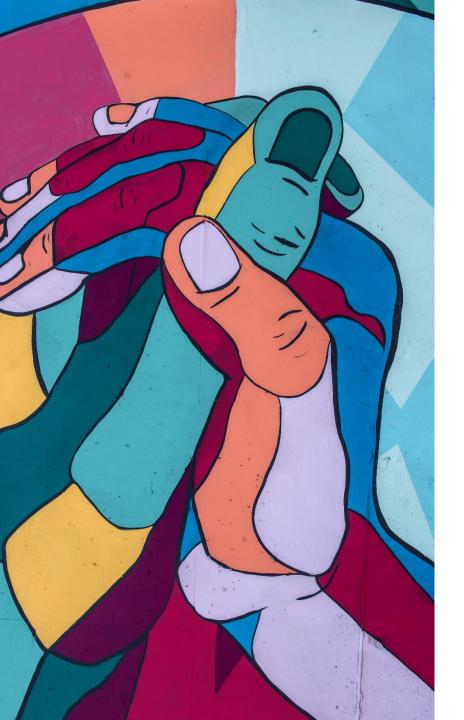
Source: KOIN

Tigard-Tualatin School District wants 'safe zones' expanded as feds target Washington County



Shifting away from enforcement presents opportunities to...

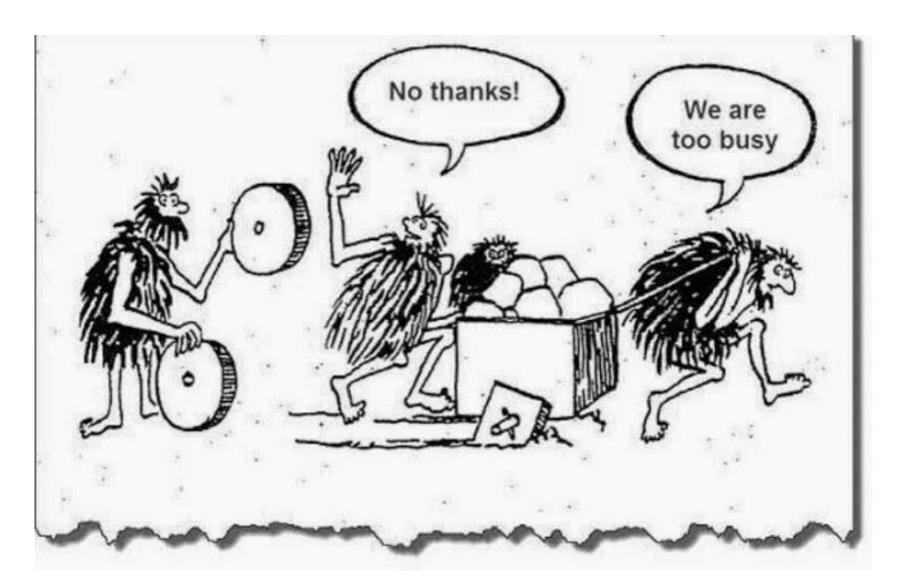
- Invest in engineering our streets and roads to be slower and safer for the long-term
- Invest in crossing guards, public safety ambassadors (no weapons, no arrest authority, of the community they serve)
- Invest in educational programs using League Cycling Instructors and people trained in child pedagogy
- Support community resiliency, connect to programs, and work with community-based organizations
- Support Black Lives Matter movement and all communities negatively impacted by policing – LGBT+, immigrants, people seeking pathways to citizenship



Moving toward Engagement

- Meaningful community engagement is essential in creating sustainable, successful programs
- Engagement means building and uplifting community leaders and champions
- Engagement means uniting around a shared vision

Change is hard





Why is change so difficult?

- Personal beliefs/experiences intersect with professional
- Individuals vs. systems
 - Nice people/interpersonal relationships
 - Turning a cruise ship
- Confronting the unknown
- Differential experiences lead to confusion about path forward
- Lack of alternatives to the way "things have always been done"
- Slows work down
- Hurt feelings that idea isn't liked or wellreceived

Change is necessary and can lead to great things.

- Accepting change, listening to other people's out of the box ideas does not make your ideas or legacy bad, in fact, it can enhance it
- Lived experience is just as important as technical and professional experience (or more!)
- Opportunity to increase safety, rates of people walking/biking, build social connections and cohesion







Resources

Safe Routes Partnership Resources

- <u>Dropping Enforcement from the 6 E's of Safe Routes to School</u> Framework
- At the Intersection of Active Transportation & Equity
- <u>Taking Steps toward Mobility Justice: An Invitation to Learn More and Take Action</u>
- Transportation Equity in the Face of policing
- Protecting Black Lives in Parks & Public Spaces
- Solidarity with Police-Free Schools in Salem-Kaiser, Oregon
- Resources for SRTS Practioners: <u>Back to School Working Group</u>

More Resources

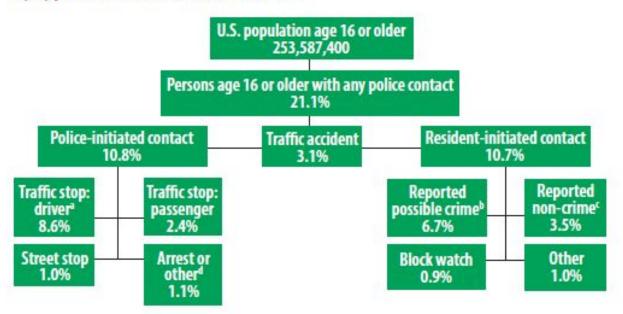
• <u>Untokening– Transformative Talks:</u> resources for BIPOC practioners and allies on mobility justice and equity

Safe Streets for All An equity-based, data-driven, engineering-first approach to safety on our streets



Most encounters with the police are traffic stops

Percent of U.S. population age 16 or older who had any police contact, by type of contact and reason, 2015

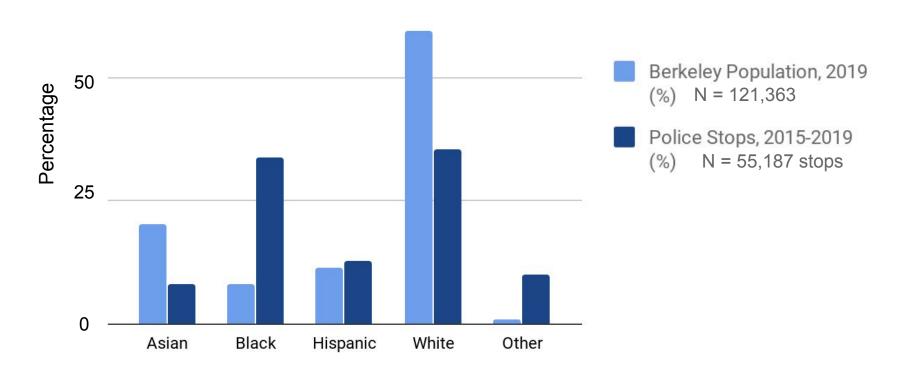


52% of police contacts are traffic stops

That's 28 million people experiencing traffic stops per year

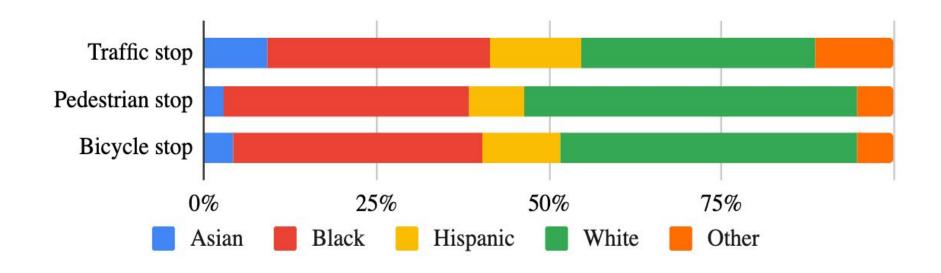
Berkeley Population vs. Police Stops, by Race

75

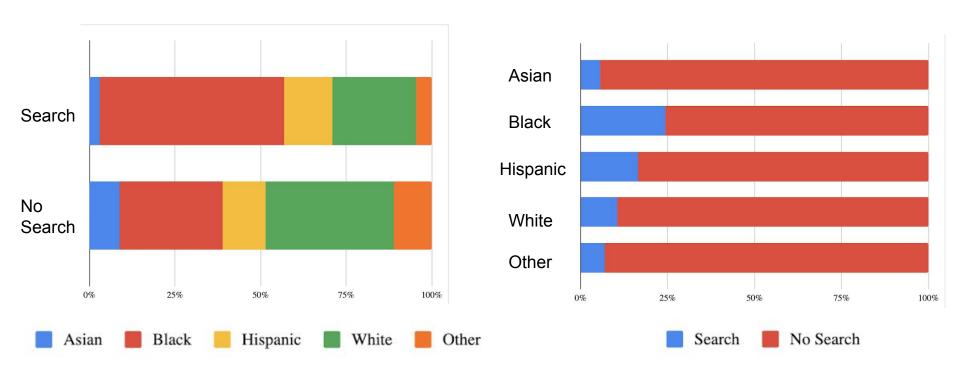


Source: Kate Gosselin, 2020, https://sites.google.com/view/berkeleypolicingandcollisions/home

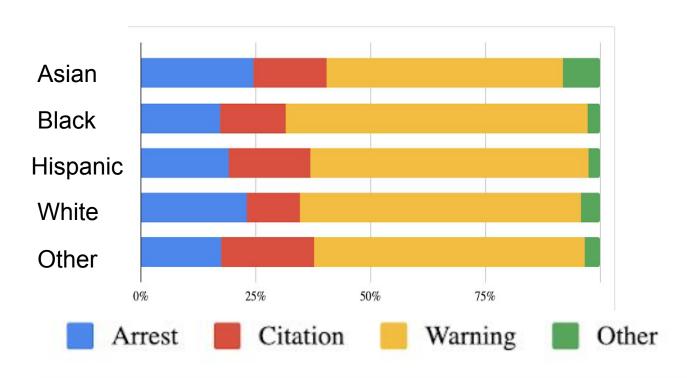
Disparities exist regardless of mode of travel - Berkeley 2015-19



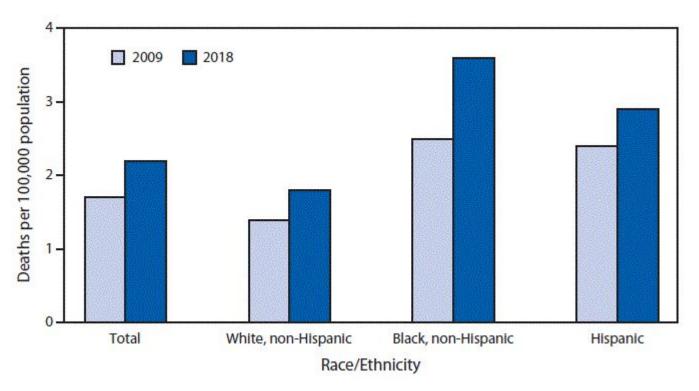
Police Stops & Searches by Race - Berkeley 2015-19



Enforcement Outcome of Searches, by Race - Berkeley 2015-19



Pedestrian Death Rates by Race/Ethnicity



CDC QuickStats: Age-Adjusted Pedestrian Death Rates, by Race/Ethnicity — National Vital Statistics System, United States, 2009 and 2018. MMWR Morb Mortal Wkly Rep 2020;69:1434.

Cited CA Vehicle Code Violations by Parties Involved in Severe and Fatal Collisions

Table 2: Cited CA Vehicle Code Violations by Parties Involved in Severe and Fatal Collisions

Vio		Other Parties Involved ²						
Cited Party at Fault	California Vehicle Code Summary	# of Severe or Fatal Collisions ³	Driver	Pedestrian	Parked Vehicle	Bicyclist	Other	Solo Collisions
Driver	Failure to yield at crosswalk	20	I	21	0	0	0	0
Driver	Traveling at unsafe speeds	8	3	3	3	ĺ	0	3
Driver	Failure to yield to oncoming traffic when making a left turn or U-turn	7	5	0	0	2	0	0



WALK BIKE BERKELEY

We are an all-volunteer organization that advocates for safe, low-stress, and fun walking and biking in Berkeley for people of all ages and abilities.

We want a healthy, equitable, and sustainable transportation system in Berkeley



March 10, 2020: Vision Zero Action Plan passes in Berkeley (explicitly puts off the Enforcement aspects)

Vision Zero Action Plan

From: City Manager

Recommendation: Adopt a Resolution approving the City of Berkeley Vision Zero Action Plan and directing the City Manager to form a Vision Zero Coordinating Committee; proceed with the "Vision Zero Program", "Safer Streets for Everyone" and "Safer Streets by Everyone: Public Awareness" priority actions as described in the Plan; and work with the Vision Zero Coordinating Committee to develop a Vision Zero Traffic Enforcement policy before proceeding with the "Safer Streets by Everyone: Enforcement" actions described in the Plan.

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Recommendation: Adopt a Resolution approving the City of Berkeley Vision Zero Action Plan and directing the City Manager to form a Vision Zero Coordinating Committee; proceed with the "Vision Zero Program", "Safer Streets for Everyone" and "Safer Streets by Everyone: Public Awareness" priority actions as described in the Plan; and work with the Vision Zero Coordinating Committee to develop a Vision Zero Traffic Enforcement policy before proceeding with the "Safer Streets by Everyone: Enforcement" actions described in the Plan.

The Genesis of an Idea



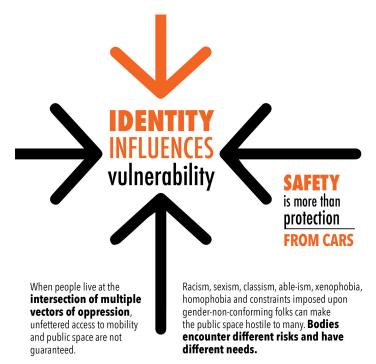
POLICING THE OPEN ROAD

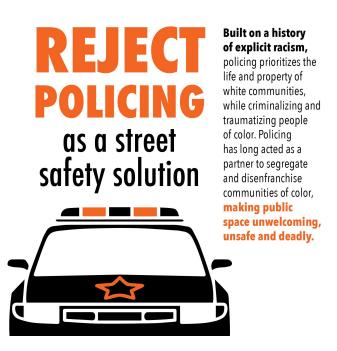
How Cars Transformed American Freedom



Principles of Mobility Justice

The Untokening: A Convening for Just Streets & Communities held in Atlanta, GA on November 13, 2016. (untokening.org)





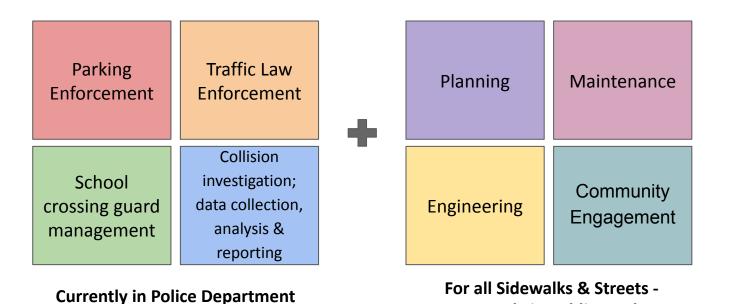
(address both traffic violence and police violence on our streets)

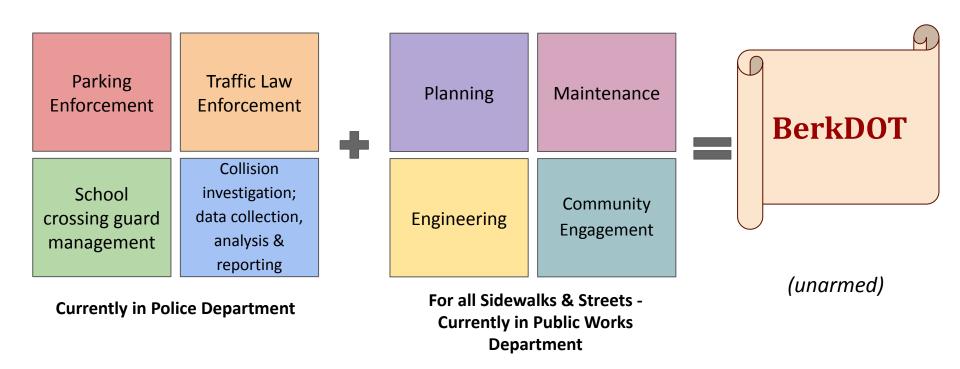
Parking
Enforcement

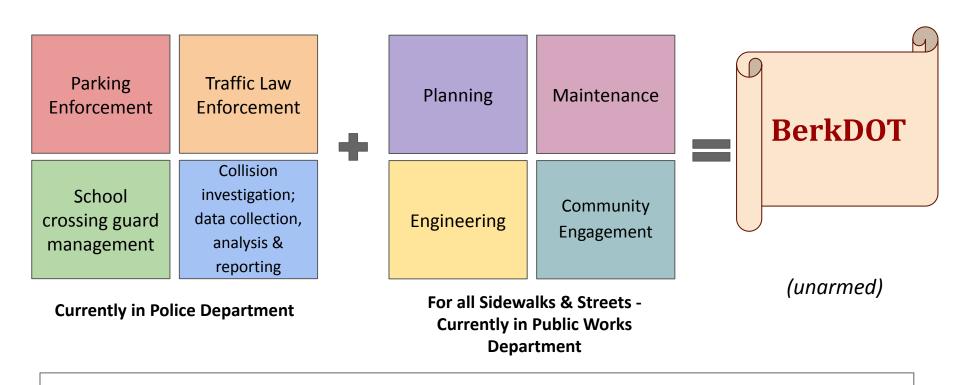
Collision
investigation;
data collection,
analysis &
reporting

Currently in Police Department

Currently in Public Works
Department







Police conduct stops only for life-threatening violations; police completely prohibited from conducting pretextual stops

The (original) BerkDOT Coalition



Ben Gerhardstein, Walk Bike Berkeley



Liza Lutzker, Walk Bike Berkeley



Barnali Ghosh, Walk Bike Berkeley & Transportation Commission



Terry Taplin, Transportation Commission



Sofia Zander, Transportation Commission



Jose Bernal, Ella Baker Center for Human Rights



Asher Waite-Jones, East Bay Community Law Center



Darrell Owens, East Bay for Everyone



Dave Campbell, Bike East Bay



Hayley Currier, Transform



Rigel Robinson, City Councilor



Angie Chen, Legislative Aide



Nathan Mizell, ASUC Exec VP & Police Review Commission

Omnibus Motions Passes 8-0-1 at 3am on July 15th

Berkeley council approves 'omnibus motion' on police reform

The city will work to create a new transportation department with a "racial justice lens" and a Specialized Care Unit staffed by a "network of crisis responders" to respond to non-criminal calls, among other changes.





California city moves to replace police with unarmed civilians for traffic stops

The New York Times

How Berkeley Could Remove the Police From Traffic Stops

San Francisco Chronicle

Traffic enforcement has long been a cop's job. Berkeley may go another direction

Los Angeles Times

Berkeley considers removing police from traffic enforcement

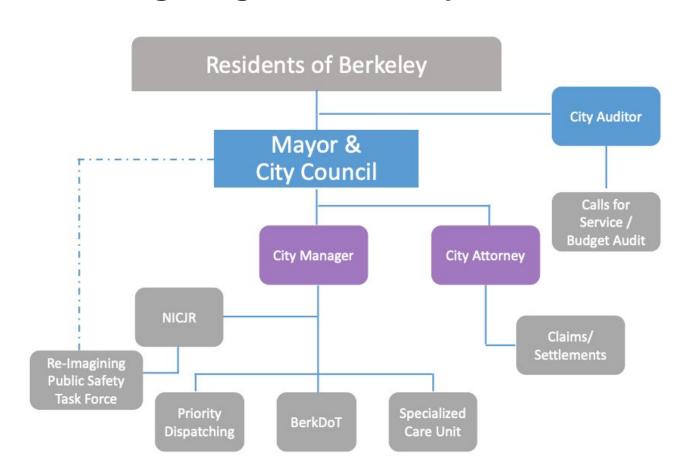
FAST @MPANY

Berkeley is going to create a new traffic enforcement department, so police won't do traffic stops

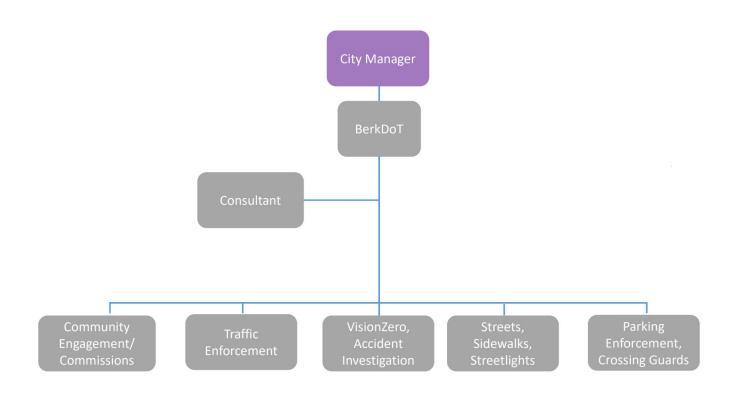
Forbes

Berkeley Will Become 1st U.S. City To Remove Police From Traffic Stops

Re-imagining Public Safety Task Force



Re-imagining Public Safety Task Force: BerkDOT



Who needs to be at the table?



End pretextual traffic stops in Berkeley

Eliminate stops for low-level offenses: According to the presentation to the Working Group by Captain Bolton of the OPD, Oakland significantly reduced stops for these low-level, non-public safety related offenses, resulting in a reduction in the number of African Americans being stopped and a reduced stop-disparity rate, with no effect on crime rates (homicides and injury shootings went down during the same period). There is often overlap between "investigatory stops" and "stops for low-level offenses," as the latter may be used as a pretext for investigation.

The types of stops falling into these categories may include:

- Equipment violations
- Not wearing a seat belt
- Improper use of high beams
- Violating a regulation (e.g. expired license tags)
- Stop purposes recorded as "other

Mayor's Working Group on Fair and Impartial Policing Policy Proposals, February, 2021

End pretextual traffic stops in Berkeley

Focus Traffic Stops on Safety: According to Dr. Frank Baumgartner's 2018 book, Suspect Citizens, "Safety stops are those aimed at enforcing the rules of the road to decrease the likelihood of an accident" (pg. 191).

The types of stops falling into this traffic safety category may include:

- Excessive speeding
- Running a stop sign or stop light
- Unsafe movement
- Driving while intoxicated

Reduce the footprint of police in transportation

- parking enforcement
- most traffic law enforcement
- school crossing guard management
- collision response, investigation, data collection, analysis, and reporting

BerkDOT: Safe, equitable, sustainable mobility

Transportation is 60% of Berkeley's carbon emissions

- Report directly to the city manager's office
- Conduct stops and issue citations for the sole purpose of advancing road safety
- Conduct collision response and data management
- Look for alternatives to punitive approaches to enforcement
- Responsible for equitable mobility outcomes

Philando Castile pulled over for a broken brake light

Sandra Blandpulled over for failing to signal a lane change

Maurice Gordon

pulled over for speeding

All three died at the hands of police.

Resources to Learn More

Do We Need Police To Curb LA's Traffic Violence? Some Cities Are Saving Lives Without Them, by Ryan Fonseca

Traffic Without the Police, by Jordan Blair Woods

Untokening: http://www.untokening.org/summary

Policing the Open Road: How Cars Transformed American Freedom, by Sarah Seo

A Path to Non-Police Enforcement of Civil Traffic Violations, by Sarah Seo

We Keep Us Safe: Building Secure, Just, and Inclusive Communities, by Zach Norris

Police-Free Systems are Possible, by Bike East Bay

Can Vision Zero Work in a Racist Society? By Tamika Butler

Vision Zero's Enforcement Problem: Using Community Engagement to Craft Equitable Traffic Safety Strategies by Rabi Abonour

Arrested Mobility: Exploring the Adverse Social, Political, Economic & Health Outcomes of Over-Policing Black Mobility in the U.S." https://vimeo.com/460197268

Some influential BIPOC folks to follow on Twitter on issues of mobility justice: @TamikaButler, @DrDesThePlanner, @Lyndab08, @ctbrown1911, @BiciUrbana, @sahrasulaiman, @multimodalshrty, @WarrenMobility, @VeronicaODavis

Alternative Traffic Enforcement Approaches in Los Angeles



Eric Bruins, Transportation Policy Director Office of Councilmember Mike Bonin, 11th District







Current Approach → Bad Outcomes

Biased stops: Traffic enforcement is used as a pretext to stop and search Black and Latino motorists more often than white motorists, despite finding less contraband

Inequitable enforcement: Traffic enforcement is frequently complaintdriven, does not focus on high-risk behaviors, and often targets vulnerable road users

Ineffective safety outcomes: There is no geographic correlation between police stops and crash rates

Poor mobility outcomes: Black and Latino residents cite fear of police harassment as a reason for modifying or limiting travel behavior



Policy Window



- Community Advocacy: Push LA's "Stop the Stops" Campaign
- Moment of Reckoning: 2020 Protests for Racial Justice
- Political Leadership: City Council + Agency Leadership

AD HOC POLICE REFORM

MOTION

Structural and optentic raction impacts everything about our society—including and expectably how we move about and trust ensured our city and our region. People of efforters near and erhelicits between the contraction of the contraction of

Low enforcement agracies nationalized and here in Low Augules have long used minor traffic infractions as a persent for hearming visuables read our same fulfill people of color. In the polymbility garden is the Destination and SMA fixes to operation by the Micropolitum Division in South L.A, the Low Augules Destination of SMA fixes to operation by the Micropolitum Division in South L.A, the Low Augules accommodates of color that admissingly destinations to read fixed as the size of the SMA fixed and Low and Low Augules applies officers are past seven block and Latino networks from them whites. Blocks and Latino are some tills by the removed from the verifice and rovine as likely to be the he blockfield or defined and the case in Micropolitum and the color and the case of the color and the

Low-issume communities of other have the bunst of ratific violence in Low Augation das to decide of discintenteem in a sile resistancement and policies that printing through their own local reliefund mobility needs. In 2015, when the City endexed the Violan Zoro Indiative to and staffic installation shough a combination of excludion, englamenting, and enforcement strategies, manually saider advocates immediately formed by entropic to every print or their communities and lack of filther developed on inventional transport said proportions. These said proportions in the policy indicates the said proportions in the constitute of the policy improvement. These ensuities entirely and the large policy and more and produced improvement can available quantities with a single goals and that a patiented improvement and the contraction of the contraction of the contraction of the "The "of entire better proportions" and the patients with a single goals and that a patient of improvement are assumed to the contraction of the "The "of entire better proportions" and the patients and the proportion in the contraction of the "The "of entire better," and the proportion in the contraction of the "The "of entire better," and the proportion in the contraction of the "The "of entire better," and the contraction of the "The "of entire better," and the proportion of the "The "of entire better," and the proportion of the "The "of entire better," and the proportion of the "The "of entire better," and the proportion of the "The "of entire better," and the proportion of the "The "of entire better," and the proportion of the "The "of entire better," and the proportion of the "The "of entire better," and the proportion of the "The "of entire better," and the proportion of the "The "of entire better better, and the "The "of entire better, and the "The "of

Earlier this month, the National Association of City Transportation Officials issued a statement denouncing the role its own industry has played in perpetuating systemic racism in transportation planning, funding, and policing and calling for the reversal of such policies, no matter how deeply ingrained:

It is past time for each of us to use that power to stamp out racism and injustice; past time to take an anti-racist approach to all transportation decision-making, from funding and project prioritization to engagement, implementation and enforcement practices, to hiring.

contracting, and procurement. It is past time to have the hard conversations about how to limit low enforcement's role in the management of public space. It is past time for each one of as to do the work, internally and externally, to truly be drivers of progress towards the values and goods we extone.

The City of Los Angelies can and should relampine safety and equipy in all realists of temporation. Further, and public has appressed road support for examine planturines to an under informenter response in a wide variety of situations. The Los Angelies Cucury Meteopolilam Temporation Authority is considering interpretation and temporation and enforcement with antimentaries such as a teamle antimentative critical response models for mental health and industance departs includent. Very long temporation and disturbance critical response models for mental health and industance about includents. Very long temporation and information and includents are considered in the contract of the contract of

I THEREORE MOVE has the City Council direct the Los Angele Department of Transportation (LACO) and the Office of the Cities Lightic Analysis (CLA), in consultion with community unliabelabels, to seport on alternative models and methods that do not rely on armed law enforcement to address temporation polysylvalences, lacked parties enforcement, and under proposed polysylvalences, lacked proposed polysylvalences, lacked proposed enforcement, and other programmatic sense. The report should review national and intransional best professional formation of the confidence of the confidence

MARQUEECE HARRIS-DAWSON (verbal) Councilmember, 8th District	MIKE BONIN (verbal) Councilmember, 11 th District
	HERB WESSON (verbal)
CURREN PRICE (verbal)	

DAVID E. RYU (verbal) Councilmember, 4th District

Motion to Study Alternatives (CF#20-0875)

Introduced: June 30, 2020 Approved: February 23, 2021

Conduct a study on the feasibility of utilizing civilian enforcement of traffic laws for motorists, cyclists, and other forms of transportation occurring within the City of Los Angeles, including:

- A review of traffic laws for any outdated enforcement sections that could be decriminalized or removed
- A review of unarmed traffic enforcement techniques from around the United States as well as any international models.
- Consideration of the size and diversity of the City of Los Angeles, including but not limited to:
 - Population and square mileage
 - O Racial demographics
 - O The number of languages spoken
 - O The number of people living in poverty
 - Any other factors that may be relevant to developing this type of program to meet the needs of City residents

File #: 2020-0429. File Type: Motion / Motion Response

OPERATIONS, SAFETY, AND CUSTOMER EXPERIENCE COMMITTEE

DIRECTORS BONIN, GARCETTI, HAHN, DUPONT-WALKER, AND SOLIS

A Community Safety Approach to System Security and Law Enforcement

On March 13, 2020, Breonna Taylor, a 26-year-old emergency room technician, was killed in her home by a Louisville police officer who was carrying out a search warrant in the middle of the night. On May 25, 2020, George Floyd was killed by a Minneapolis police officer during an arrest for allegedly using a counterfeit \$20 bill. These deaths and many before them, including here in Los Angeles, have sparked demonstrations for racial justice and a national conversation about the appropriate role of police in our society and the particular threats faced by Black people during interactions with law enforcement

Community leaders are demanding a shift in how agencies deliver public safety at every level of government. This includes reforming police practices as well as reallocating resources typically devoted to policing to other forms of community safety. In a transit environment, safety is typically provided through design, staff presence, aid station access, and law enforcement. Given recent events, it is prudent for Metro to reevaluate its safety strategies to ensure it is meeting the needs and expectations of our riders. Metro should work in partnership with community leaders to re-envision transit safety and community-based approaches to policing leading up to and as part of the 2022 renewal of the multiagency police contract.

SUBJECT: A COMMUNITY SAFETY APPROACH TO SYSTEM SECURITY AND LAW

RECOMMENDATION

APPROVE Motion by Directors Bonin, Garcetti, Hahn, Dupont-Walker, and Solis that the Board direct

A. Establish a Transit Public Safety Advisory Committee. This committee should incorporate the existing Community Safety & Security Working Group and include additional perspectives that represent Metro's ridership and advocacy organizations, including but not limited to racial,

File #: 2020-0429. File Type: Motion / Motion Response

cultural, gender, income, geography, immigration status, and housing status

- B. In partnership with the Advisory Committee, Office of Civil Rights, Executive Officer for Equity & Race, and Executive Officer for Customer Experience, develop a community-based approach to public safety on the transit system, including but not limited to:
 - A transit ambassador program that provides staffed presence at Metro facilities Alternatives to armed law enforcement response to nonviolent crimes and code
 - of conduct violations Greater community stewardship of transit spaces, such as supporting street

 - The Universal Blue Light program proposed in Metro's June 2018 ridership initiatives (RF 2018-0365)
 - Education about and expansion of fare discount programs. Outreach and services for unhoused individuals.

 - A shift of resources from armed law enforcement to the above strategies.
- C. Consult with the Advisory Committee when developing the new scope of services, budget, and other provisions of the multiagency police contract renewal.
- D. Report back to the Operations, Safety, and Customer Experience Committee in 90 days, and guarterly thereafter until the 2022 contract renewal. In the final guarterly report of 2022, include an external, third-party evaluation of the effectiveness of the Advisory Committee and a recommendation on whether it should continue.

Motion to Create Metro Public Safety **Advisory Committee (PSAC)**

Introduced: June 18, 2020 Approved: June 25, 2020

Establish a Transit Public Safety Advisory Committee and additional perspectives that represent Metro's ridership and advocacy organizations, including but not limited to racial, cultural, gender, income, geography, immigration status, and housing status.

Develop a community-based approach to public safety on the transit system, including but not limited to:

- A transit ambassador program that provides staffed presence at Metro facilities and on Metro vehicles.
- Alternatives to armed law enforcement response to nonviolent crimes and code of conduct violations.
- Greater community stewardship of transit spaces, such as supporting street vending in transit plazas.
- The Universal Blue Light program proposed in Metro's June 2018 ridership initiatives.
- Education about and expansion of fare discount programs.
- Outreach and services for unhoused individuals
- A shift of resources from armed law enforcement to the above strategies

Motion approving investment of \$40 million in police alternatives approved in March 2021.

Where Do We Go From Here?

- ☐ Launch Consultant Study
- Assemble Advisory Committee
- ☐ Agree on Problem Statement
- Review Alternative Models
- Develop Recommendations
- ☐ City Council Deliberation