



# PUBLIC SAFETY COMMITTEE

## COMMITTEE MEETING

~ MINUTES ~

Wednesday, December 14, 2022

3:00 PM

Sullivan Chamber  
795 Massachusetts Avenue  
Cambridge, MA 02139

The Public Safety Committee is holding a public meeting to discuss the implementation of the new Community Safety Department and integration with HEART

Attendee Name	Present	Absent	Late	Arrived
Quinton Zondervan	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Burhan Azeem	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Marc C. McGovern	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Patricia Nolan	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Paul F. Toner	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	3:04 PM

A public meeting of the Cambridge City Council's Public Safety Committee was held on Wednesday, December 14, 2022. The meeting was Called to Order at 3:00 p.m. by the Chair, Councillor Zondervan. Pursuant to Chapter 20 of the Acts of 2022 adopted by Massachusetts General Assembly and approved by the Governor, this public meeting was hybrid, allowing participation in person, in the Sullivan Chamber, 2<sup>nd</sup> Floor, City Hall, 795 Massachusetts Avenue, Cambridge, MA and by remote participation via zoom.

### Clerk of Committees Erwin called the roll.

Councillor Zondervan – Present

Councillor Azeem – Present

Councillor McGovern – Present

Councillor Nolan – Present

Councillor Toner – Absent \*

**Present – 5, Absent – 1. Quorum Established.**

\*Councillor Toner was marked present at 3:04p.m.

Councillor Zondervan noted that the call of the meeting was to discuss the implementation of the new Community Safety Department and integration with HEART (Holistic Emergency Alternative Response Team). He introduced the City Manager, Yi-An Huang, who was accompanied by Christina Giacobbe, Director of Emergency Communication.

The City Manager shared some of his initial thoughts on the topic and noted that he was ready to move forward with other leaders of the City. He commented that Public Safety is a complex topic and in his time as City Manager he has spent a good amount of time with the Cambridge Police Department (CPD) and their leadership, noting that they are an important part of the City and they have been dedicated to procedural justice and community policing for more than a decade, making CPD a police department that is one of the most progressive in the nation. He noted that he does hear the voices of the community that are looking for a non-police response and that there is room for different models that don't involve police and that further investment

Minutes Acceptance: Minutes of Dec 14, 2022 3:00 PM (Committee Reports)

in providing services with greater options and moving in that direction is something that the City wants to support.

Christina Giacobbe began by reviewing the updates within the Community Safety Department from her presentation titled “Community Safety Department (CSD) Update” (Attachment A) and noted that the department had requested information from the public and community organizations to get a better understanding of what services are wanted and needed. She also gave updates on dispatch protocols and trainings current Emergency Dispatchers are receiving to better serve callers. Christina also gave program updates, which included an Advisory Committee which will start to seek members in January. She noted that the department established a partnership with Harvard Kennedy School of Government to work with students who are conducting their policy exercise. She ended with noting that the Emergency Communications Department got approval to hire a licensed social worker with the hopes of hiring someone to work in the call center soon.

Councillor Zondervan thanked the City Manager and Ms. Giacobbe for their comments and introduced Stephanie Guirand, member of the Cambridge HEART.

Stephanie Guirand gave an overview of their presentation (Attachment B), and reviewed what Cambridge HEART is designed to do, noting that HEART is guided by its values, which include care, healing, transformative accountability, self-determination, and community. Stephanie also shared the holistic work that is done, which is crisis response, conflict resolution, aftercare, mutual aid, and community cohesion.

Councillor McGovern asked clarifying questions regarding the call services available with HEART and if their number was available to give out to the public. Stephanie Guirand responded by noting that they are taking calls on an ad hoc basis. Councillor McGovern also commented that the Community Safety Department and HEART should not be in competition with each other, this is an opportunity to provide services and support in multiple ways. He stressed the importance of communication between all groups and departments involved in the City so people are getting the help they need and deserve.

Councillor Zondervan introduced his first panelist, Spencer Piston, Professor of Political Science at Boston University. Spencer Piston offered comments on alternative policing, noting that there are four main threats to the success of alternative policing. The firsts being not true alternatives to policing, lack of community buy in, lack of funding, and slow to get moving on alternative policing.

Councillor Zondervan introduced his second panelist, Alex Vitale, Professor of Sociology at Brooklyn College, who also runs a Public Policy Shop called The Policing and Social Justice Project, that advises community-based organizations, foundations, human right groups, and local, state, and national governments on public safety issues. They shared work that is being done by the Public Policy Shop and noted that it is important for the City to start listening to the community regarding policing and needs.

Councillor Zondervan introduced his final panelist, Lisa Tennenbaum, program specialist for LEAP (Law Enforcement Action Partnership), which works with former law enforcement and procedural and judicial officers who have done the work and would like to help make changes. They spoke on community responders and the successful and positive effect they have on both

the community and police officers, and that they look forward to the relationship between the City and HEART.

Councillor Nolan asked a clarifying question regarding holding the truth of the police department and the need for an alternative response as we approach the question of community safety. All three panelists and Stephanie Guirand responded by offering answers and opinions, with Ms. Guirand noting the importance of providing a true alternative policing program.

### **Councillor Zondervan opened public comment.**

#### **Public Comment**

Andrew King, 71 Chilton Street, Cambridge, MA, spoke in favor of funding Cambridge HEART.

Cathy Hoffman, 67 Pleasant Street, Cambridge, MA, spoke in favor of Cambridge HEART and Public Safety.

Elizabeth Rucker, 30 Bow Street, Cambridge, MA, spoke in favor of the Cambridge HEART program and their initiatives.

Meredith Moore, 16 Alpine Street, Cambridge, MA, spoke in favor of Cambridge HEART and the dedication from HEART staff and responders.

Carolyn Magid, 71 Reed Street, Cambridge, MA, spoke in favor of Cambridge HEART and the deep roots they have in the community.

Ellie Carver, 131 Coolidge Avenue, Watertown, MA, spoke in favor of Cambridge HEART and noted that with adequate funding HEART is ready to become a true twenty-four seven response team.

Lee Farris, 269 Norfolk Street, Cambridge, MA, spoke in favor of HEART and an alternative police response.

Louise Parker, 1 Warwick Park, Cambridge, MA, spoke in support of Cambridge HEART.

Marilyn Frankenstein, 75 Holworthy Street, Cambridge, MA, spoke in favor of Cambridge HEART.

Eleanor Craig, 91 Boylston Street, Cambridge, MA, spoke in support of funding for Cambridge HEART.

Meg Stone, 32 Essex Street, Cambridge, MA, spoke in support of Cambridge HEART.

Betsey Chace, 152 Pleasant Street, Cambridge, MA, spoke in favor of Cambridge HEART.

Robert Winters, 366 Broadway, Cambridge, MA, shared concerns on discussions that were presented at the meeting.

Councillor Zondervan introduced Anne Jenks who is a member of the Urban Strategy Council, who shared thoughts about alternative emergency response programs. They noted the importance of getting HEART started and having programs work and come together.

**A motion was made by Councillor Zondervan to extend the meeting by fifteen minutes.**

**Clerk of Committees Erwin called the roll.**

Councillor Zondervan – Yes

Councillor Azeem – Yes

Councillor McGovern – Absent

Councillor Nolan – Yes

Councillor Toner – Absent

**Yes – 3, Absent – 2. Motion passes.**

Councillor Azeem noted that he did not want to minimize the hard work done by first responders or how much of critical role first responders are. He agreed that there needs to be a proper balance with HEART and alternative police response and can see HEART being a successful extension of services that are already provided by the City.

Councillor Nolan agreed with statements made by Councillor Azeem and noted she was glad the City is moving forward and that the Council was able to receive updates at the meeting. Councillor Nolan also brought up funding and the best effective use of funds for alternative policing. She encouraged that the City's timeline is clear and transparent going forward.

Vice Mayor Mallon commented on how the Community Safety Department would be working with HEART and how HEART would be funded in a meaningful and significant way from the City. She had clarifying questions for the City in regard to funding, to which the City Manager responded, noting that the City is in discussion with HEART.

Councillor Zondervan gave closing remarks and thanked Stephanie Guirand and the panelists and shared his excitement on the progress of HEART. He also thanked the City Manager and Christina Giacobbe for their hard work on setting up the Community Safety Department. He commented on how successful HEART has the potential to be with funding from the City and looks forward to more discussions and updates regarding alternative policing.

**A motion was made by Councillor Zondervan to adjourn the meeting.**

**Clerk of Committees Erwin called the roll.**

Councillor Zondervan – Yes

Councillor Azeem – Yes

Councillor McGovern – Absent

Councillor Nolan – Yes

Councillor Toner – Absent

**Yes – 3, Absent – 2. Adjournment at 5:19p.m.**

Attachment A – Community Safety Department (CSD) Update

Attachment B – Cambridge HEART

The City Clerk's Office received seven written communications, Attachments C-I

**Clerk's Note:** The City of Cambridge/22 City View records every City Council meeting and every City Council Committee meeting. This is a permanent record. The video for this meeting can be viewed at: [Dec 14, 2022 3:00 PM - Public Safety Committee - Committee Meeting \(granicus.com\)](#)

All meetings are "closed captioned". After each meeting the "closed captioned transcripts" are available online at: <https://app.box.com/s/9qormcahynjt4pzpt1n5opixog13q7k5>

Please note that there is no editing of these "closed captioned transcripts" and they do not constitute a verbatim transcript prepared by a certified transcriber.



Attachment A

# Community Safety Department(CSD) Update

Public Safety Committee

December 14, 2022

# Overview

2

- **Introduction**
  - Yi-An Huang, City Manager
  - Christina Giacobbe, Director of Emergency Communications
- **Community Safety Department Updates**
  - Administration
  - Program Development
  - Personnel
  - Key Community Services
- **Collaboration/Implementation**

# Community Safety Department Update

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## **Administration:**

### Procurement

- Posted Request for Information (RFI) in September for information from community partners available to provide key services working with CSD.
- Initiated purchasing for IT equipment for office including network switches, and hardware.
- Purchased radio equipment for field responders.
- Secured domains for CSD.
- Submitted EGOV proposal for database utilization during pilot program.
- Drafted Green Fleet for procurement for response vehicles.

# Community Safety Department Update

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## **Administration:**

### Policy Development

- We have developed draft policies for dispatch protocols and call processing.
- Medical Protocol update scheduled for January 2023. Includes:
  - New title Chief Complaint – Psychiatric/Mental Health Condition/Suicide Attempt/Abnormal Behavior
  - Updated call processing triage (questions)
  - Updated post dispatch instructions to include referral to alternate response and the ability to transfer call to LICSW or 988
- We are in the process of acquiring approval from medical oversight for a change in our current practice, conversations are underway. Next meeting is December 15, 2022.



# Community Safety Department Update

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## **Program:**

### Advisory Committee

- Advisory Committee announcement scheduled for January 2023 seeking members for March 2023.

### Media/Community Engagement/Program Requests

- Presentation to Regional Medical Director, 7/17/22
- Presentation to Cambridge Police Officers and Superior Officers Associations, 5/5/22
- Presentation to the Cambridgeport Neighborhood Association meeting, 10/18/22
- Boston College, School of Journalism, article on alternative response teams
- City view
- Annual report
- City Manager's Substance Use Advisory Committee (SUAC), 12/13/22

# Community Safety Department Update

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## **Program:**

### Technical Assistance

- Submitted application for Government Performance Lab (GPL) to support implementation of Alternative Response Program/emergency response initiatives.
- Initiated partnership with Harvard Kennedy School students conducting Policy Analysis Exercise (PAE) on alternative response programs (September 2022 – April 2023).
  - Focus
    - Evaluation framework
    - Service gap analysis
    - Community engagement scan

# Community Safety Department Update

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## **Program:**

### Research

- Overall, the city has reviewed 18 similar programs and continues to monitor the changes within this emerging alternative response service.
- Participated in various webinars offered by other communities.

### Office Space

- The city is in the process of securing space for the new department.
- Participated in design/outfitting discussions.
- We have also identified temporary space that will be utilized in January 2023 for limited workspace requiring security protocols for access/logistics during interim.

# Community Safety Department Update

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## **Personnel:**

### Hiring

- Posted the Director and Program Coordinator positions in July. Although the labor market is challenging, we are very close to the selection of a Program Coordinator. We will be reposting the Director position due to lack of applicant pool.
- The field positions will be posted within the next few weeks as securing the Program Coordinator was necessary to move into this phase.

### Training

- Developed training plan for Alternative Response Program employees, final decision will be determined upon medical oversight approval.

## Community Safety Department Update

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The City identified key services to be addressed in initiating a partnership with community programs to provide support to the Alternative Response Program in the following areas:

- Provision of mutual aid services
- Development of a database for coordination among service providers
- Provision of community-based skill building trainings
- Provision of aftercare/proactive community cohesion resources
- Provision of conflict resolution resources
- Provision of violence interruption/street teams
- Programs specifically for young men of color, including wrap-around and aftercare services

We are continuing to engage with community partners on scope of services in these areas including HEART.

# Emergency Communications Update

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## Training

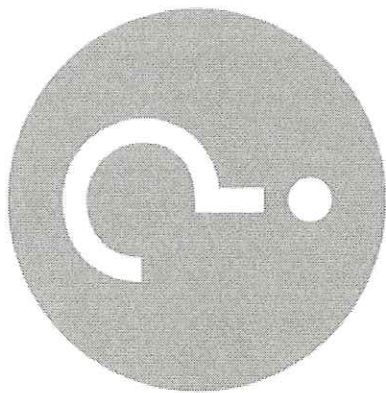
- 988 Training for all Emergency Telecommunications Dispatchers (ETD).
- February 2023, ETD In-service on new dispatch and call processing protocols.
- Medical protocol update training on new call processing for Psychiatric/Abnormal Behavior.

## Hiring

- 911 Call Center Clinician will be posted this week working in ECC to assist with behavioral crisis calls and supporting citywide efforts of enhancing services to residents experiencing a behavioral health crisis.

## Public Education

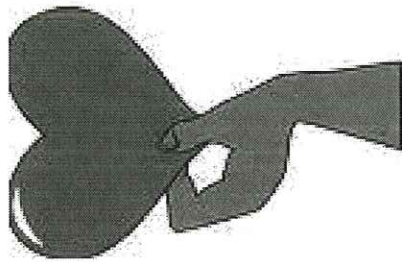
- Planning for 2023 community events and updated literature on calling 911, 988 and other mental health services.



Thank you for your  
time!

Any questions?

Attachment B



# CAMBRIDGE HEART

HOLISTIC EMERGENCY ALTERNATIVE RESPONSE TEAM

PUBLIC SAFETY COMMITTEE HEARING  
DECEMBER 14, 2022

[WWW.CAMBRIDGE-HEART.ORG](http://WWW.CAMBRIDGE-HEART.ORG)



# Presentation Agenda

- 1 What is Cambridge HEART?
- 2 HEART's Holistic Work
- 3 What is Cambridge HEART designed to do?
- 4 Learning from others & ongoing improvement
- 5 Timeline of Major Events
- 6 Staff, Board, Volunteers Information, Structure
- 7 Preliminary Call Data
- 8 Funding and fundraising
- 9 Major Accomplishments
- 10 Next Steps / Asks

# WHAT IS CAMBRIDGE HEART?

First and foremost it is guided by its values:

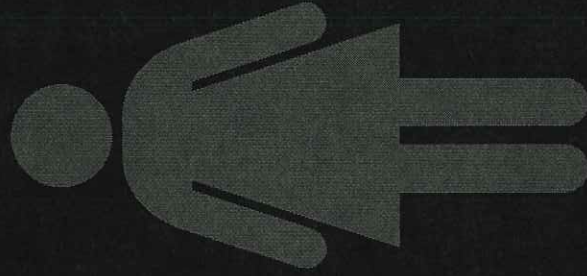
Care  
Healing  
Transformative accountability  
Self determination  
Community

## OUR VALUES HAVE LEAD US TO CREATE A COMMUNITY-LED MOBILE CRISIS INTERVENTION PROGRAM THAT IS:

- An alternative to current “carceral” interventions
- Centered on marginalized people
- Interrupting cycles of harm
- Staffed by community members trained to respond to crises and conflicts.
- Evidenced-based/Best Practice-based
  - Developed in collaboration with national leaders and through extensive community and service provider feedback.
  - Conducting ongoing research to improve practices



**JANE DOE:  
A HEART CALL**



**SHE NEEDS A HOLISTIC RESPONSE**

# HEART'S HOLISTIC WORK



**Crisis  
Response**

**Mutual  
Aid**

**Conflict  
Resolution**

**Community  
Cohesion**

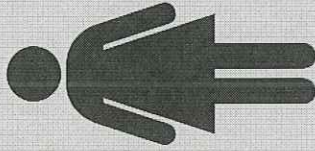
**Aftercare**

# What is Cambridge HEART designed to do?

## 1 CRISIS RESPONSE

- Minimize stress in the aftermath of crisis, and support recovery by responding to calls from the community, 911, 988, and the city's non-emergency line about such issues as:
  - Obstructing or refusing to leave /trespassing a business/sidewalk
  - Incurable youth/disorderly juvenile
  - Found senile/confused person/disoriented person
  - Neighbor/family/relationship conflicts
  - Death notification
  - Chronic caller/Repeat user

### JANE DOE



- Emotionally distraught
  - could escalate to a mental health crisis
- Financial crisis
- Doesn't know where to turn

#### How will HEART facilitate crisis response?

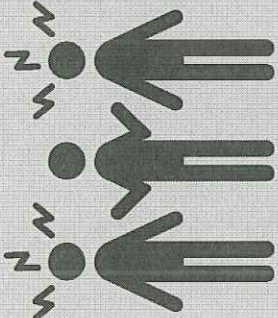
- HEART is not yet taking crisis calls
- We are actively acquiring materials, software and equipment
- We are developing protocols required to facilitate crisis response

# What is Cambridge HEART designed to do?

## 2 CONFLICT RESOLUTION

- HEART responders have been trained in de-escalation and are being trained to facilitate conflict resolution.
- To facilitate conflict resolution responders use “Accountability Facilitation Support Circle”

Examples of conflict



- Neighbors concerned with noise
- Parental custody
- Roommate disputes

### How will HEART facilitate conflict resolution?

- HEART will address harm and conflict through a variety of community based methods
- This includes support and accountability Circles.
- This particular approach is part of the larger discourse on addressing interpersonal violence through “Community Accountability”

# What is Cambridge HEART designed to do?

## 3 Mutual Aid & Aftercare

HEART is also facilitating mutual aid services and after care

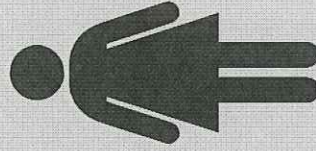
- **Mutual aid:** Currently connecting community members to financial aid, legal services, and much more; this will continue once incorporate crisis response
- **Aftercare:** This follow up work is a crucial component that is missing from the city's current crisis response system
  - Currently, HEART is following up with people who have experienced crises and supporting them as they navigate systems and services

### Examples of Mutual Aid



- Food
- Clothing
- Personal hygiene products
- Cash Assistance
- Transportation
- Bail

### Jane Doe



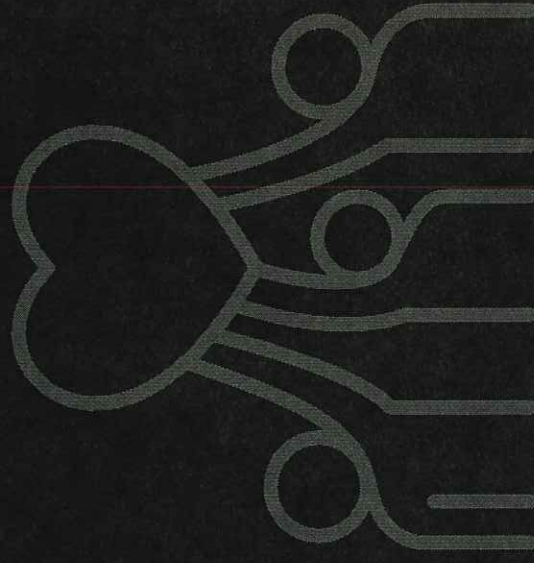
- We helped her secure financial mutual aid.
- We have referred her to other services and organizations.
- We continue to check in with Jane.
- Together, we navigate issues that arise together.

**This is aftercare.**

# What is Cambridge HEART designed to do?

## 3 Community Cohesion

- Developing Community Cohesion is important work.
  - In order to prevent harm, we need to know about the causes of harm.
  - A cohesive community is a safer community
- Facilitating community cohesion involves
  - Learning about community challenges
  - Collecting ideas from the community about possible solutions
  - Implementing harm-reduction/violence prevention strategies
    - There are several types of violence intervention (CVI) models that we can use to foster community cohesion.
      - Examples from other communities include:
        - Cure Violence Model
        - Advance Peace Model
        - Creative Interventions Approaches





# Learning from others & ongoing improvement

- HEART was developed through a participatory action research process, where the community learned and selected from the best practices of other existing programs such as Cahoots, MACRO, Mental Health First, and Wildflower Alliance.
- HEART intends to continue to study ideas from other communities, collect further ideas for addressing community challenges, implement strategies from Cambridge community members, and design community safety metrics to track our effectiveness.

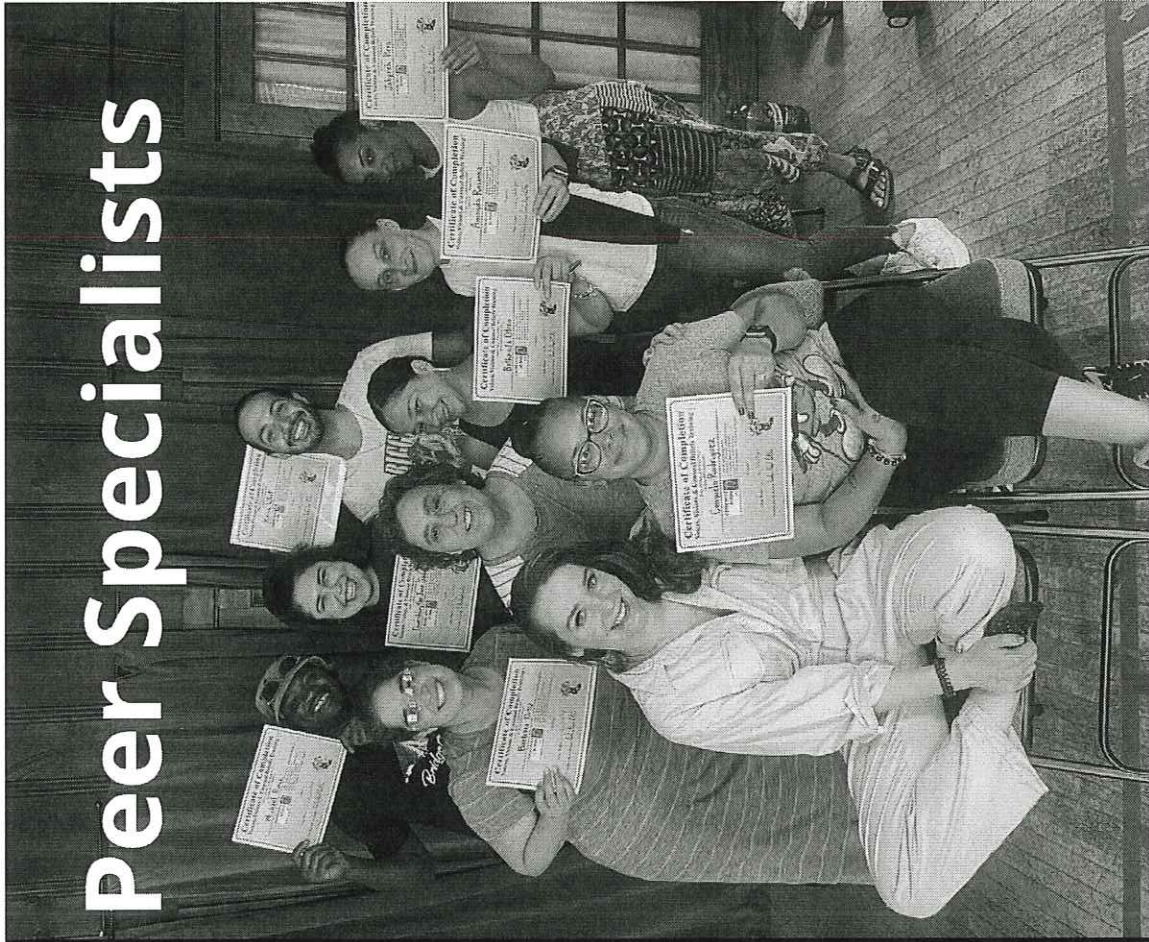


# HEART Responders = Peer Specialists

**There is a nationwide shortage of trained peer responders...**

HEART is addressing this shortage by:

- Providing workforce development trainings (e.g., Kiva Peer Specialist training) to community members.
- Training responders ourselves provides the opportunity to counter some of the harms of mass incarceration
  - Some HEART responders were formerly incarcerated and would not typically be found in the existing responder pool
- To find and maintain high quality responders, we are paying a living wage
  - HEART responders make \$50,000 per year
  - We need further support from the city and elsewhere to continue this



Since December 21, 2022

# TIMELINE OF DEVELOPMENT

## JAN - FEB 2022

We enrolled community members in an EMT course with Cataldo Ambulance Service.

## MAR 2022

- HEART held a major fundraiser to raise funds for HEART responder salaries. We raised over \$100,000 through individual donations.
- HEART held its second retreat where we decided to hire responders and established a timeline for onboarding and training timelines.

## APR 2022

- Eight community members from Cambridge successfully pass an EMT training and are on boarded as HEART's first cohort of responders
- HEART responders begin extensive training in Circle process, disability justice, transformative justice, de-escalation, self-defense, mental health response, among other things.
- Cambridge HEART hires Corinne Espinoza as Co-Director.

# TIMELINE OF DEVELOPMENT



JUL - AUG  
2022

- HEART responders run a youth program that focuses on non-carceral community responding as part of the Mayor's Summer Youth Employment Program. Participants create documentaries about formerly incarcerated peoples' lives.
- Donor education presentation facilitated by Boston Women's Fund and Borealis Philanthropies Communities Transforming Policing Fund.



SEPT - OCT  
2022

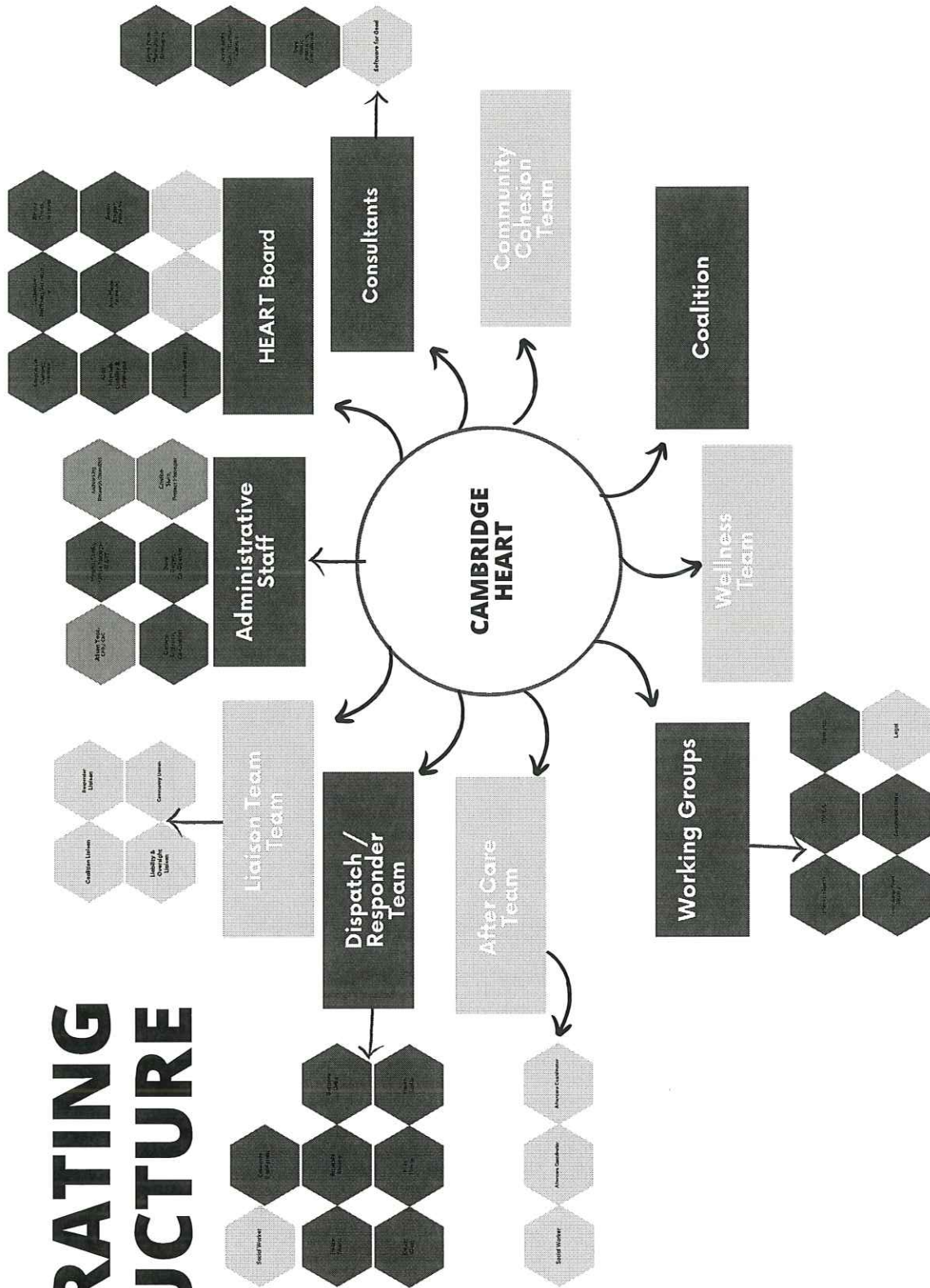
- Cambridge HEART hires Data Bayer as Co-Director.
- HEART responders continue training in peer specialist response through Kiva.



NOV - PRESENT  
2022

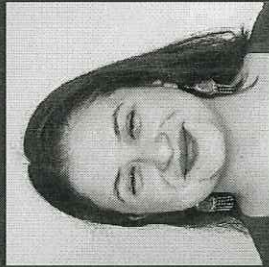
- HEART continues to build partnerships with community organizations and responders begin providing mutual aid to the community (through The Spot).
- HEART responders begin engaging in non-emergency response requests for support from the community.

# OPERATING STRUCTURE



# HEART Personnel

- Responder team: (Betzy, Mike, Consuelo, Amanda, Gwen, Kevin, Bárbara)
- Admin Team:
  - Internal Admin Team (Corinne, Virginia, Stephanie, Dara, Sara, Tashima)
  - SURJ Admin Team (Meredith, Ellie, Tara, Nora, Kit, Sasha, Cameron, Julia, Claire)
- Mental health working group (Aida, Steve, Lauren, and many more)
- Domestic violence and sexual assault working group (Transition House, EMERGE, BARCC, Impact Boston, community members)
- Fundraising working group
- Research (Louise, Marilyn, and many more)
- Volunteers
- The board (Ana, Cathy, Susan, Betsey, Sharay, Stephanie, Aida)
- Community members



# HEART WORKING GROUPS



**Domestic Violence /  
Sexual Assault**

**Mental Health**

**Communications**

**Cambridge Housing  
Justice Coalition**

**Fundraising:  
Grantwriting / Donor  
Cultivation**

**Research**

**Monday Coalition**

# Responder Training

## Cataldo Ambulance Company: EMT Training

Restore Circles:  
Introduction to Circle Process

Specialty Courts:  
Mental Health Court:  
The Recovery Session

## The National Lawyer's Guild: Know your rights as a responder

## Impact Boston: Self Defense, De-escalation, Boundary Setting

Boston Area Rape Crisis Center:  
Sexual assault and facilitating referrals and transferred.

EMERGE :

Counseling & education to stop domestic violence

## Transition House: Domestic Violence and envision the end.

## Creative Intervention: Understanding DV and alternative approaches.

Climate CREW:  
Communities responding to extreme weather.

NAMI Middlesex:  
Dialogue with people with lived experience

## Wildflower Alliance: Trauma informed response, LGBTQ+ & Cultural , Dialogue skills to transform crisis

## PATCH: The use of the dispatch and reporting software

Growing a New Heart:  
compassionate accountable conversation, IPV training.

Red Cross:

CPR and First Aid certification (refresher training)

## Kiva: Peer specialist certification training

## Berkeley Copwatch Mental Health Commission: Interaction with police in the field

Material Aid and Advocacy Program (MAAP):  
Harm reduction, supporting people surviving poverty in public

Cambridge Public Library  
Community Social Worker, Marie Mathieu:  
Mental Health resources for community members



# Current HEART Call Sources

- Direct phone line (phone)
- Our website
- Text messaging (MSM)
- Social media (Facebook, Instagram, Twitter)
- Email
- In-person drop in times and/or community events
- Community outreach times (mobile outreach in communities).

# Preliminary Data

HEART's calls to date

# Mutual Aid

## Financial

HEART moved \$7463 to community members this year.

## People Power

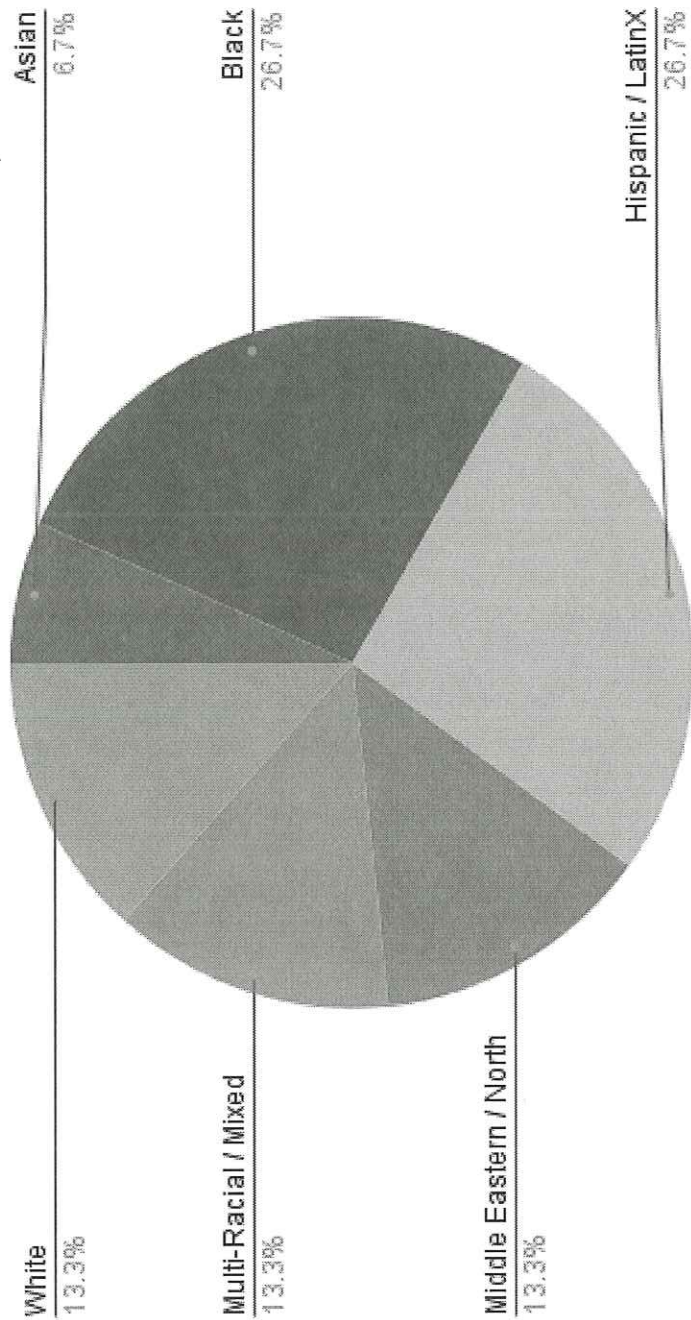
HEART has taken on 37 of individual cases this year.

## Material Aid

HEART has answered 124 of requests through The Spot this year.

# Data on Races of HEART Users

SUM of # of Calls



# THE VOICE OF A CALLER

# Funding

HEART has raised \$900,000 over the past 2 years from grants and community donations.

# What HEART would do with additional money from the city

## Total: \$750,000\*

\$300,000 from city

(+\$450,000 existing funds)

- Social worker to be compliant with the behavioral health roadmap
- Firearm safety training for HEART community.
- Pilot a crisis response program with two teams of two response and two dispatch that runs 4 days a week for 6 hours a day.

## Total:\$950,000\*

\$500,000 from city

(+\$450,000 existing funds)

- All of the previous plus:
- iCarol software for reporting
  - Acquire our first van
  - Hire responder liaison to coordinate the training of a second cohort.
  - Pay for the salaries and costs associated with training a second cohort
  - Hold community workshops and training

## Total: \$1.5 Million\*

\$1,050,000 from city

(+\$450,000 existing funds)

- All of the previous plus:
- Hire another administrative staff member.
  - Acquire our second van
  - Develop respite center
  - General outreach to the community.
  - Increase our insurance.
  - Pilot a crisis response program that runs 6 days a week for up to 10 hours a day.

\*totals includes the funds HEART has already raised through community donations and grants.

# TIMELINE OF DEVELOPMENT



## JAN - MAR 2023

- Meeting with City Manager to further flesh out the relationship between HEART and the City of Cambridge.
- Research: Flowchart project interviews begin and community safety process definition begins.
- Pilot a limited warm line pilot (A Warmline is a peer-run hotline that offers callers emotional support and is staffed by volunteers who are in recovery themselves.)
- Domestic violence community circles begin.

## APR - MAY 2023

- Next retreat.
- Launch of pilot at scale.
- Complete flowchart project.
- Train the trainer trainings for HEART responders.

## JUN 2023

- Envision respite space in the HEART office.
- HEART Van launched.
- Disseminate flowchart project report.



# HOLISTIC EMERGENCY ALTERNATIVE RESPONSE TEAM

1

Crisis  
Response

2

Conflict  
Resolution

3

Mutual Aid

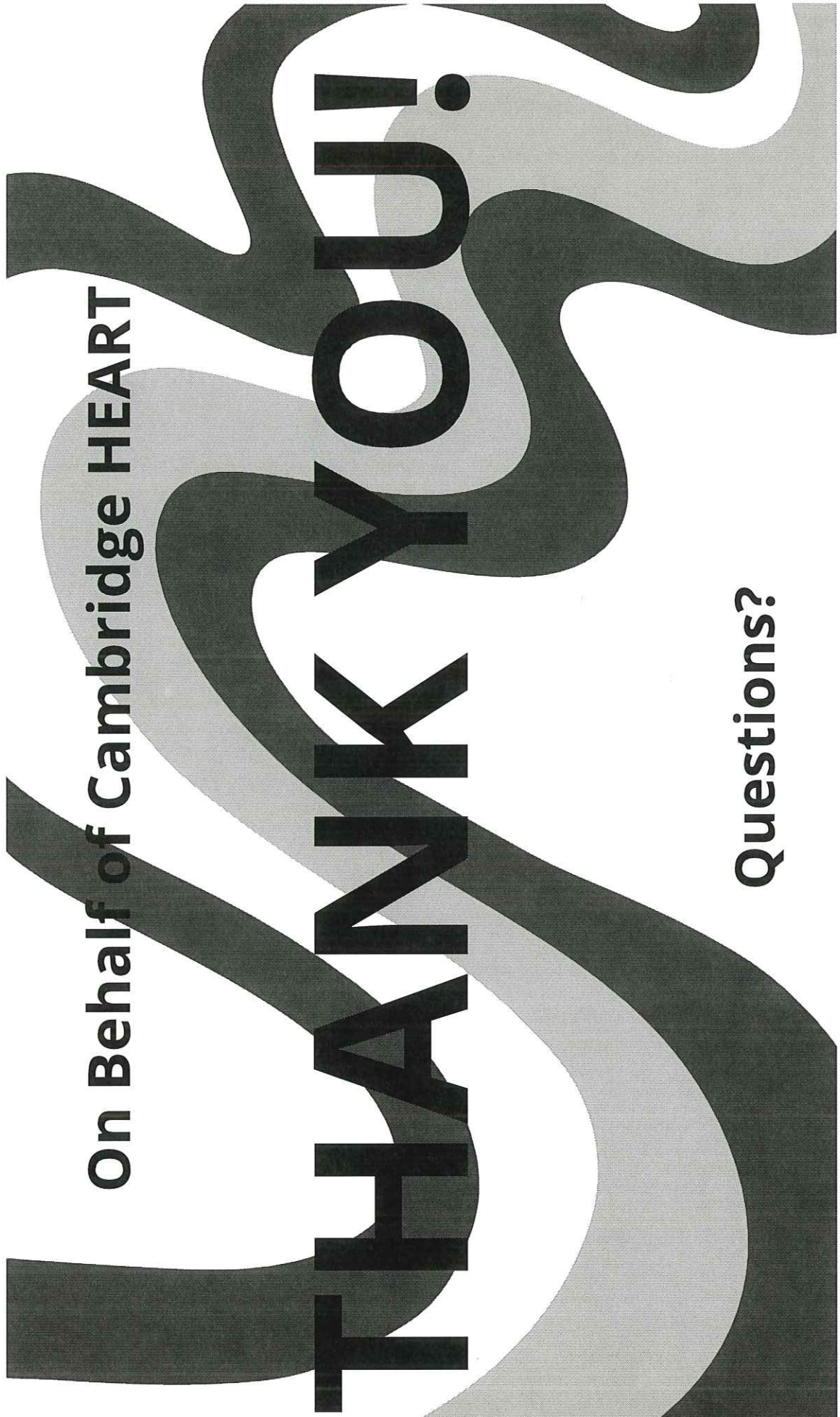
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Aftercare

5

Community  
Cohesion

**On Behalf of Cambridge HEART**



**Questions?**

# Additional Information

# CALL TYPES

## Call Types That Are Commonly Dispatched to Alternative Response Programs

This is a list of common terms and does not include calls relating to mental health, evaluation, or suicide, although those situations often qualify for an alternative response.

- Welfare Check
- Down & Out/sleeper/Unsheltered individual/subject down
- Intoxicated person
- (Aggressive) Panhandling
- Obstructing a business/sidewalk
- Refusing to leave a business/trespass
- Loitering
- Person in traffic/traffic hazard
- Disorderly person
- Public urination/Indecent exposure
- Public drug and alcohol use
- Incurable youth/disorderly juvenile
- Found senile/confused person/disoriented person
- Disturbance/Nuisance complaint
- Noise complaint
- Neighbor conflict
- Family/relationship dispute
- Death notification
- Chronic caller/repeat users
- Public assist
- Incomplete 911 call

Police/Fire/EMS request assistance (up to 30% of calls some programs respond to)

# HEART'S WORK

2

## Conflict Resolution

There is not always a peaceful solution. Conflict resolution is a way for two or more parties to find agreement or reach a conclusion to the conflict/ clash/ struggle. The disagreement may be personal, financial, political, or emotional. When a dispute arises, often the best course of action is negotiation to resolve the disagreement.

How will HEART facilitate conflict resolution?

HEART will address harm and conflict through a variety of community based methods, including support and accountability circles. This particular approach is part of the larger discourse on addressing interpersonal violence through "Community Accountability"

3

## Mutual Aid

Mutual aid cannot happen within government structures. Mutual aid is when everyday people get together to meet each other's needs, with the shared understanding that the systems we live in are not meeting our needs and that we can meet them together, right now, without having to pressure power structures to do the right thing.

**Referrals:** HEART intends to facilitate warm hand-off to existing community resources. In addition to introducing community members to these resources, we are also supporting people through the steps. Helping people complete forms, reminding people to follow up for status updates, etc.

4

## Aftercare

After care is following up. HEART provides a follow-up service to anyone who has come in contact with our program, especially via HEART responders, to ensure that they are moving on to the next step on their journey. We meet with people 1-3 times to provide aftercare. This includes referrals, mutual aid, and offering resources.

How will HEART facilitate aftercare?

When responding, we will ask people if and how they would like to be reached. We anticipate that there will be some people who are without mobile phones or other mobile devices. We also anticipate checking up and checking in with folks by returning to where we met people and/or asking the people who called us, when it feels safe, about the whereabouts of the person we are concerned with.

5

## Community Cohesion

Community cohesion is the process of learning about community challenges and collecting ideas for solutions from the community about community challenges. There are different type of violence intervention (CVI) models.

- Group violence interventions (GVIs)
- Hospital-based violence intervention programs (HIVIPs)
- Violence Interrupters (VIs)
- Community-driven crime prevention through environmental design (CPTED)

HEART intends to study ideas from other communities, collect ideas and implementation strategies from Cambridge community members, and design community safety metrics to track our effectiveness.

**Examples from other communities include:**

- Cure Violence Model
- Advance Peace Model
- Creative Interventions Approaches

Erwin, Nicole

Attachment 

**From:** City Clerk  
**Sent:** Thursday, December 15, 2022 7:53 AM  
**To:** Erwin, Nicole  
**Subject:** FW: HEART

-----Original Message-----

From: Susan Turner <suetrnr7@gmail.com>  
 Sent: Wednesday, December 14, 2022 2:57 PM  
 To: City Council <CityCouncil@CambridgeMA.GOV>  
 Cc: City Clerk <cityclerk@Cambridgema.gov>  
 Subject: HEART

DEAR COUNCILLORS,

I'm concerned that our 'neighborhoods' are being gradually weakened because people can't afford to stay here. This leaves many of us older residents with no one to look in on us. There are programs to try to deal with this, but nothing would make me feel safer than to know I can call someone who will just put my needs first. I think the open hearted nature of HEART is going to reassure many people that it doesn't have to be a serious emergency to call for help. People will gradually come to consider HEART an extension of their neighborhood. There will be times when someone is concerned about someone on the street, and the ability to have someone come to check the situation out, without upsetting them, will be a real benefit. The training that HEART responders receive will assure me that it will not be an upsetting interaction.

I think this will add to the safety of all of us.

Thank you for adding my thoughts for your consideration.

Susan Turner  
 182 magazine St., #2  
 Cambridge

781 894 3488

Minutes Acceptance: Minutes of Dec 14, 2022 3:00 PM (Committee Reports)

Erwin, Nicole *Attachment D*

**From:** City Clerk  
**Sent:** Thursday, December 15, 2022 7:55 AM  
**To:** Erwin, Nicole  
**Subject:** FW: Public comment for public safety meeting

**From:** Ellie Carver <elliecarver1@gmail.com>  
**Sent:** Wednesday, December 14, 2022 4:37 PM  
**To:** City Council <CityCouncil@CambridgeMA.GOV>  
**Cc:** City Clerk <cityclerk@Cambridgema.gov>  
**Subject:** Public comment for public safety meeting

Hello,

Please find my public comment, in writing, below, for the record.

- As a former north cambridge resident and continued cambridge community member , volunteering with HEART is one of the powerful ways I can do this. I am here to express continued support for Cambridge HEART. Sorry to be taking this call from home today, as I am sick.
- I have been participating in public comment since 2020, and would not miss the chance to continue to show public support for HEART. My main point is With adequate funding HEART will be able to be a true 24/7 response team
- Thank you so much to the panel, What powerful presentations!
- I just want to highlight that, especially in comparison to the city department, Cambridge is ready to start responding , all that is needed is more funds. The Staff is set and strong, including 2 directors, a strong manager, and 7 fully trained responders.
- HEART has enormous community support as evidenced by the large number of community members who are collaborating with HEART and donating to it -- the people of Cambridge want this! To the point where they are willing to fund it, their city government should match this desire.
- One comment I did want to highlight today -- In response to concerns that HEART is not already an emergency crisis response program: Everything has to start somewhere.
  - CAHOOTS was not an emergency response program until it took its first calls.
  - HEART is following best and evidence-based practices, responders are highly trained in crisis response and HEART is already gaining experience:
    - Responding to calls
    - Conducting case management
    - Engaging in mutual aid
    - Community cohesion building
    - Working with youth in the community.
  - I am really sitting with the comment from Alex Vitali, where is the balance between the both and, how do we move the funding from 99% to the city and 1%
  - With adequate funding HEART will be able to be a true 24/7 response team

thank you,  
 Ellie Carver (former North Cambridge member, continued Cambridge community member)

Minutes Acceptance: Minutes of Dec 14, 2022 3:00 PM (Committee Reports)

**Erwin, Nicole**

Attachment E

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**From:** City Clerk  
**Sent:** Thursday, December 15, 2022 7:55 AM  
**To:** Erwin, Nicole  
**Subject:** FW: Testimony December 14, 2022 Public Safety Hearing  
**Attachments:** Stone M Testimony.docx

-----Original Message-----

**From:** Meg Stone <megstone26@yahoo.com>  
**Sent:** Wednesday, December 14, 2022 4:54 PM  
**To:** City Council <CityCouncil@CambridgeMA.GOV>; City Clerk <cityclerk@Cambridgema.gov>  
**Subject:** Testimony December 14, 2022 Public Safety Hearing

Please see attached.

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**Meg Stone**

**Testimony**

**December 14, 2022**

My name is Meg Stone and I have been a Cambridge resident for 25 years. I also serve as the Executive Director of IMPACT Boston, an abuse and violence prevention organization. I have had the honor of training HEART responders in de-escalation, personal safety, and bystander intervention. In working with the responders, I have seen firsthand how engaged, skilled, and committed they are. HEART is dedicated to the training of its responders – we were able to work with them for a whole week when most agencies gives us a couple hours.

I strongly support the fully funding of the HEART program. They are skilled, engaged, and well-equipped to support the Cambridge residents who are most targeted and vulnerable.



Attachment F

## The Living Assistance Fund

Monica Luke  
Executive Director

34 Irving Street  
Somerville, MA 02144

(617) 718-7509  
www.livingassistancefund.org  
monica@livingassistancefund.org

December 3, 2022

City of Cambridge  
Public Safety Committee  
795 Massachusetts Avenue  
Cambridge, MA 02139

Re: Dec 14 meeting relating to the Community Safety Dept integration with HEART

Honorable Members of the Committee,

I regret that I will not be able to join you for the Public Safety Meeting on December 14, 2022. In lieu of my attendance, I would like to offer my remarks in this letter.

I am a mental health advocate focusing much of my time on the implementation of behavioral health crisis services in the Commonwealth, with particular attention to the new 988 phone number and the Behavioral Health Roadmap. Both at the national level and our own BH roadmap describe a three-prong approach: Someone to Call, Someone to Respond and Someplace to Go.

HEART is an excellent example of a community led approach to defining, designing, and delivering the "Someone to Respond" component of this system. It is a best practice to approach this part of the response in a hyperlocal fashion. Every community is different and understanding the needs of the community is key to the success of any program. HEART has done the work to integrate into the community and build their program based on those learnings.

As a mental health advocate, a primary part of my interest in this system is to ensure the right response to individuals in a behavioral health emergency. No matter how well trained, police are often ill-equipped to deal with individuals experiencing dysregulation or disordered thinking. At those times, people do not typically understand nor respond to commands. Police lights, loud noises and uniforms tend to increase the level of agitation. All of this is a contributing factor to the unfortunate reality that 25% of police shootings, nationally, involve people with a behavioral health condition.

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I cannot stress enough how important alternative responses, like HEART, are critical to changing the frequency of these tragic outcomes. My son has schizophrenia, so I know from personal experience the extreme stress involved in calling for help. The deep fear that something quite terrible could happen.

I urge the City of Cambridge to partner with HEART and support their amazing work. HEART's dedication to centering the needs of the community dramatically improves the likelihood of citizens having the best possible response to any given situation.

Sincerely,

Monica Luke

Erwin, Nicole Attachment G

**From:** City Clerk  
**Sent:** Wednesday, December 14, 2022 10:32 AM  
**To:** Erwin, Nicole  
**Subject:** FW: Written Testimony for Public Safety Committee re: HEART

**From:** Ellen Mei <ellenwmei@gmail.com>  
**Sent:** Tuesday, December 13, 2022 10:29 PM  
**To:** City Council <CityCouncil@CambridgeMA.GOV>  
**Cc:** City Clerk <cityclerk@Cambridgema.gov>; City Manager <CityManager@CambridgeMA.GOV>  
**Subject:** Written Testimony for Public Safety Committee re: HEART

Hello,

My name is Ellen Mei and I am a Cambridge resident living on Prospect St. I am writing in support of the Holistic Emergency Alternative Response Team, aka HEART. HEART is the model for public safety and crisis management that Cambridge needs and that Cambridge residents deserve. HEART was developed with community support and in accordance with evidence based and best practices. It has been working in close consultation with practitioner and academic experts in the field for years and is recognized as an innovative approach for alternative community safety. Not all crises need police officers who are trained to use force. Some crises need community members, who are trained in de-escalation, case management, and mutual aid, which HEART can provide. HEART already has the trust of community members because its leaders and trained responders are rooted in the community. The community support and evidence base it is built on are indicative of its promise as a public safety model. I urge you to fully fund HEART and adopt it.

Thank you,  
 Ellen Mei

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Erwin, Nicole

Attachment H

**From:** City Clerk  
**Sent:** Wednesday, December 14, 2022 10:32 AM  
**To:** Erwin, Nicole  
**Subject:** FW: Cambridge Alternative Community-based Emergency Response Teams  
**Attachments:** Cambridge City Council and City Manager letter about HEART.pdf

**From:** Henry Wortis <hhhavelock@gmail.com>  
**Sent:** Tuesday, December 13, 2022 9:10 PM  
**To:** City Council <CityCouncil@CambridgeMA.GOV>; Azeem, Burhan <bazeem@cambridgema.gov>; Carlone, Dennis <dcarlone@cambridgema.gov>; Mallon, Alanna <amallon@cambridgema.gov>; McGovern, Marc <mmcGovern@cambridgema.gov>; Nolan, Patricia <pnolan@cambridgema.gov>; Siddiqui, Sumbul <ssiddiqui@cambridgema.gov>; Simmons, Denise <dsimmons@cambridgema.gov>; Toner, Paul <ptoner@cambridgema.gov>; Zondervan, Quinton <qzondervan@cambridgema.gov>; City Clerk <cityclerk@Cambridgema.gov>; City Manager <CityManager@CambridgeMA.GOV>  
**Subject:** Cambridge Alternative Community-based Emergency Response Teams

Dear Councillors,

I am traveling with family and regret that I can not make these comments in person. Please see the attached letter.

Yours truly,

Henry H Wortis

--

Henry H. Wortis  
 106 Berkshire St.  
 Cambridge MA 02141  
 617-733-0952



Minutes Acceptance: Minutes of Dec 14, 2022 3:00 PM (Committee Reports)

December 13, 2022

Cambridge City Council and City Manager  
Cambridge City Hall  
Cambridge, MA

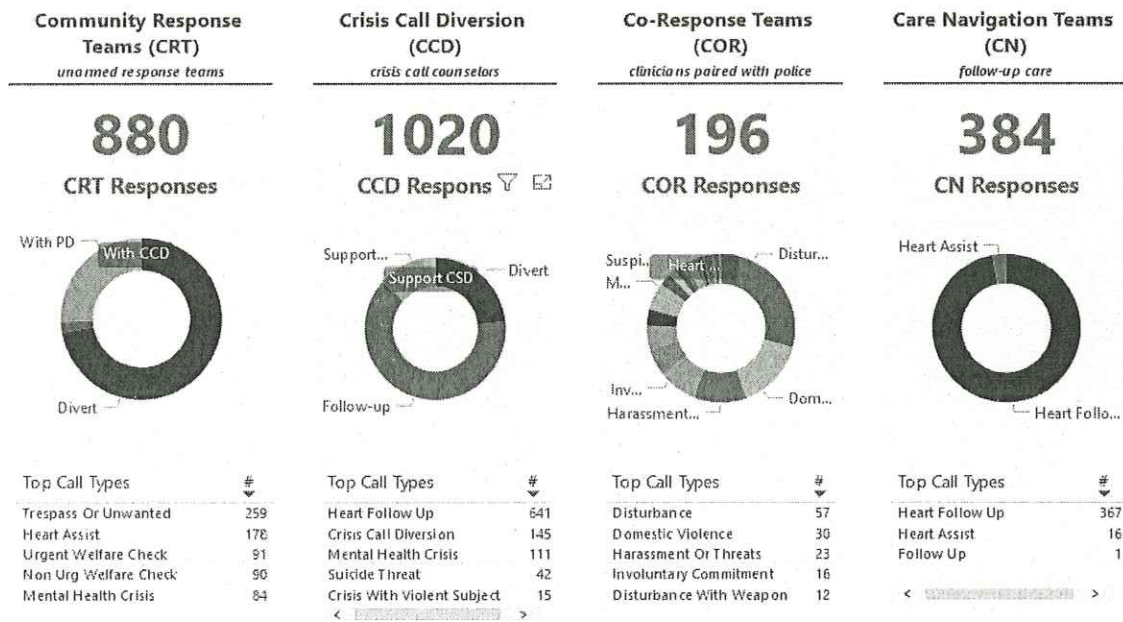
Dear Councillors and City Manager,

It is time for Cambridge to negotiate an agreement with HEART that will enable us to create an Alternative Community-based Emergency Response Team as soon as possible. Accumulating information from across the country indicates that communities are healthier and safer when there is a non-police response to emergencies that do not involve a threat of violence. Further, these alternative services are cheaper and provide better outcomes than police-dependent services.

This is not my area of expertise, but I can read newspapers and search the internet.

- 1) In most jurisdictions 90-98% of 911 calls involve matters that do not threaten violence such as individual wellness checks, mental health crises, non-violent neighbor disputes, and similar emergencies. One study that produced data of this kind was conducted by Vera, a Brooklyn-based violence reduction program. (Vera Institute of Justice, *Arrest Trends* (New York: Vera Institute of Justice, 2021), <https://arresttrends.vera.org/arrests>; and Staff, "Fatal Force," database, *Washington Post*, accessed December 9, 2021, <https://www.washingtonpost.com/graphics/investigations/police-shootings-database/>.)
- 2) This is critical information as most people think that the primary work of a police force is the prevention of violent crime or the apprehension of criminals. For those in Cambridge who have this concern, it should be a good thing to create a community-based emergency response program, thus relieving the police of the responsibility for the 90% of the calls that do not involve threats of violence.
- 3) At least 70 cities across the country have initiated alternative emergency response programs. In Massachusetts alone. Amherst launched its program, CRESS, in August, Northampton expects to launch shortly, and Lynn has agreed to have a program. Information about the many programs can be obtained from Professor Danielle Allen's research team at Harvard (<https://ethics.harvard.edu/people/danielle-allen>) or from The Harvard Kennedy School Government Performance Lab (GPL) (<https://govlab.hks.harvard.edu/alternative-911-emergency-response>).
- 4) The city of Durham, North Carolina, has created an alternative response program, known by the acronym Heart. They also maintain a very accessible public information site <https://app.powerbigov.us/view?r=eyJrIjoimWQ1YzViMGYtYmI1MC00NWw3LTg1NWUtMjdjNzI3NWw1YzU0IiwidCI6IjI5N2RlZjgyLTk0MzktNDM4OC1hODA4LTM1NDhhNGVjZiQ3ZCJ9&pageName=ReportSection7606ef27f6ee056e6f9f>. Durham has about 300,000 residents and is very diverse with about 40% of the population being African American. Therefore, Durham data is relevant for Cambridge. The information about all 911 responses is shown in the figure on the next page. None of these calls involved violence. It would be fabulous if we already had a similar program in Cambridge.

5) Durham data from 6/28/22 to 12/12/22



6) Many months ago, this Council voted in favor of HEART as an alternative response program for Cambridge. The former City Manager opposed that program and refused to establish it. Today, HEART stands ready with trained personnel to launch a program. It is time for the Council to support a rapidly negotiated agreement between HEART and the City that provides the funding that puts HEART's responders on the streets. It is a tangible and important step toward making the city healthier and safer.

Yours truly,

Henry H. Wortis  
 106 Berkshire St.  
 Cambridge MA 02141  
[hnhavelock@gmail.com](mailto:hnhavelock@gmail.com)  
 617-733-0952

Minutes Acceptance: Minutes of Dec 14, 2022 3:00 PM (Committee Reports)

Erwin, Nicole

Attachment I

**From:** City Clerk  
**Sent:** Wednesday, December 14, 2022 10:32 AM  
**To:** Erwin, Nicole  
**Subject:** FW: please honor and support HEART's public safety program

**From:** Marilyn Frankenstein <Marilyn.Frankenstein@umb.edu>  
**Sent:** Tuesday, December 13, 2022 7:09 PM  
**To:** City Council <CityCouncil@CambridgeMA.GOV>  
**Cc:** City Clerk <cityclerk@Cambridgema.gov>  
**Subject:** please honor and support HEART's public safety program

Dear Cambridge City Councillors:

I am a 40+ year Cambridge community member who is a strong supporter of alternatives to police for community safety. You have heard from me a number of times supporting HEART, The Black Response's community created, community led proposal for alternative community safety.

I wrote to the previous city council that as a retired professor of Quantitative Reasoning and Arguments, I am struck by the fact that at that point, our city was spending \$630 per resident per year on the Police Department, while Cambridge HEART is requesting an amount that amounts to \$23 per resident per year. For such a modest investment, Cambridge can be a leader in innovative non-carceral programs to make communities across the country safe.

Another aspect of HEART that I have written about in the past and would like to emphasize is HEART's support for the employment and leadership of impacted communities. The idea is that those who are most effected by problems in community safety, such as Black communities, disabled communities, communities of color, houseless communities, unemployed communities, and youth communities, have the best knowledge to create and enact solutions. Further, those community members should be fairly compensated for making our city safe. Actually, providing such jobs is part of the solution to making our city safe!



During my long teaching career at UMass/Boston, I often started the beginning of the term asking students to reflect on a profound comment by Paulo Freire and Donaldo Macedo: "the intellectual activity of those without power is always labeled non-intellectual." My forty years of teaching people who have been labeled non-intellectual, has convinced me that the intellectual activity of those most negatively impacted by *those with power*, contains incisive intellectual analysis of the causes and the solutions to those problems.

Something that I have not emphasized in the past is the incredibly thoughtful planning of the HEART team. Evidence of this is that both the time-line and the finances needed were taken into consideration to prepare responders for a pilot program launch. The strength of the responders is evidence of this excellent planning. In an area where there is a shortage of responders, HEART responders have taken over 30 different trainings, including EMT training, Red Cross CPR and First Aid, Domestic Violence Creative Intervention, Harm Reduction, and Transformative Justice; 3 responders are certified Peer Responders and 4 are studying to become certified.

Please, let my city make this small investment, which will have big returns for all of us to live in peace and justice.

Sincerely,  
Marilyn Frankenstein  
75 Holworthy Street  
Cambridge, MA 02138