

CITY MANAGER'S AGENDA

1. A communication transmitted from Louis A. DePasquale, City Manager, relative to an update on COVID-19.
2. A communication transmitted from Louis A. DePasquale, City Manager, relative to the new appointment of the following persons as associate member of the Board of Zoning Appeal for a term of 5-years, effective June 29, 2020: Matina Williams and Jason Marshall

CHARTER RIGHT

1. That the Cambridge City Council go on record in support of including a two-track Grand Junction railway crossing in MassDOT's Allston Multimodal Improvement Project plans and urges the FMCB to vote in favor of this inclusion. [CHARTER RIGHT EXERCISED BY COUNCILLOR TOOMEY IN COUNCIL JUNE 22, 2020]
2. That the City Manager be and hereby is requested to obtain an itemized statement of all materials, tools, and property owned by the Cambridge Police Department. [CHARTER RIGHT EXERCISED BY COUNCILLOR SIMMONS IN COUNCIL JUNE 22, 2020]
3. Policy Order Asking That Juneteenth Be Made an Official City Observance. [CHARTER RIGHT EXERCISED BY COUNCILLOR ZONDERVAN IN COUNCIL JUNE 22, 2020]
4. Alternative Policing PO. [CHARTER RIGHT EXERCISED BY COUNCILLOR ZONDERVAN IN COUNCIL JUNE 22, 2020]
5. Dispatching crews of hand-sweepers from the Public Works Department to Harvard Street (between Prospect Street to Portland Street) in the Port. [CHARTER RIGHT EXERCISED BY COUNCILLOR ZONDERVAN IN COUNCIL JUNE 22, 2020]
6. That the City Manager be and hereby is directed to provide the City Council with an update on the formal Anti-bias /Cultural Competency Strategic Plan. [CHARTER RIGHT EXERCISED BY COUNCILLOR ZONDERVAN IN COUNCIL JUNE 22, 2020]
7. That the City Manager confer with the City's Housing Liaison and Multi Service Center to discuss a variety of long-term housing solutions and tenant protections and report back to the City Council on July 27, 2020. [CHARTER RIGHT EXERCISED BY COUNCILLOR ZONDERVAN IN COUNCIL JUNE 22, 2020]
8. That the City Manager includes the weekly COVID-19 Expert Advisory Board meeting notes on the following Monday nights City Council agenda for discussion starting on the Mon, June 29th meeting. [CHARTER RIGHT EXERCISED BY COUNCILLOR ZONDERVAN IN COUNCIL JUNE 22, 2020]

ON THE TABLE

9. That the City Manager is requested to direct the City Solicitor, Community Development, Public Works, Inspectional Services and any other related departments to review the proposed amendments regarding the prohibition of Natural Gas Infrastructure in New Buildings. [TABLED IN COUNCIL JAN 27, 2020]
10. An application was received from Duncan MacArthur, requesting permission for a curb cut at the premises numbered 56 Creighton Street; said petition has received approval from Inspectional Services, Traffic, Parking and Transportation, Historical Commission and Public Works. No response has been received from the neighborhood association. [TABLED IN COUNCIL JUNE 1, 2020]

UNFINISHED BUSINESS

11. A communication transmitted from Louis A. DePasquale, City Manager, relative to Awaiting Report Item Number 18-108, regarding a report on offering early voting in City Council and School Committee Elections. [PENDING RESPONSE FROM LEGISLATURE]

APPLICATIONS AND PETITIONS

1. An application was received from Coffee Bagel Brands, requesting revocation of Bond #106832755 in the amount of 3000.00 for awnings at the premises numbered 1876 Massachusetts Avenue. Approval has been received from Inspectional Services; Awnings have been removed.

COMMUNICATIONS

1. A communication was received from Robert Slate, 6 Traymore Street, regarding why is Cambridge creating more dangerous mask confusion.
2. A communication was received from Abdi-Hakin Dirie, 1427 Cambridge Street, regarding support for Policy orders #138 and #146 in Council June 22, 2020.
3. A communication was received from Kathy Wu, regarding comment on June 22, 2020 Council meeting.
4. A communication was received from Julianne Borger, regarding Policy orders #1 and #9 in Council June 22, 2020.

RESOLUTIONS

1. Resolution Thanking Sailaja Joshi for Book Donation. Vice Mayor Mallon, Mayor Siddiqui
2. Thanking Massachusetts Alliance of Portuguese Speakers' (MAPS) Senior Center in Cambridge for distributing culturally appropriate meals to our senior citizens. Councillor Toomey
3. That the Cambridge City Council go on record congratulating Josué J. López on his remarkable achievements upon graduating from MIT. Councillor Zondervan

ORDERS

1. That the City Council go on record in full support of the state legislation “An Act relative to saving black lives and transforming public safety” as a first step in changing law enforcement standards, use of force, and reporting in Massachusetts. Councillor McGovern, Mayor Siddiqui, Councillor Sobrinho-Wheeler
2. That the City Manager be and hereby is requested to confer with the Director of Cambridge Public Libraries and the Cambridge Library Staff Association to develop new and expanded ways to distribute physical library materials to Cambridge youth over the summer, including possible mobile checkout sites. Vice Mayor Mallon, Mayor Siddiqui, Councillor Nolan
3. That the City Manager be and hereby is requested to direct the appropriate City personnel to establish a plan designed to provide a thorough, system-wide review of the entire municipal government to identify and remove any vestiges of systemic racism and/or racial bias in any and all City departments, to establish clear, transparent metrics that will help further this critical endeavor, and to report back to the City Council on this matter no later than Sept 14, 2020. Councillor Simmons
4. That the Chair of the Civic Unity Committee schedule hearings to discuss how to best incorporate language into the City Council’s rules that will call for anti-bias, anti-racist, and cultural sensitivity trainings to be held on a yearly basis. Councillor Simmons
5. That the City Manager be and hereby is requested to confer with the Assistant City Manager of Community Development to determine how to best protect and preserve our commercial spaces that support our small business operators and maintain continuity in our commercial districts, and report back to the City Council with recommendations at the September 14th City Council meeting. Councillor Toomey
6. That the City Council go on record in support of H. 3924, An Act Enabling Local Options for Tenant Protections, which is currently under consideration before the Massachusetts State Legislature. Councillor Sobrinho-Wheeler, Councillor Zondervan, Mayor Siddiqui, Councillor Carlone
7. That the City Manager work with the Department of Human Services Recreation Division and other relevant departments to determine the feasibility of identifying one evening or day per week that the Fresh Pond Golf Course can be open to the public for general use. Councillor Nolan, Vice Mayor Mallon, Councillor Zondervan, Councillor Carlone
8. That the City Manager is requested to confer with the City Manager’s Housing Liaison and Multi Service Center on implementing a Tenants Rights and Resource Notification Act that would require owners and management companies

to include tenant rights and resource information when issuing eviction notifications including at the initial Notice to Quit stage and report back to the City Council on July 27, 2020. Mayor Siddiqui, Councillor Simmons, Councillor Sobrinho-Wheeler, Councillor McGovern

9. That the City Manager confer with the Cambridge Public Health Department to discuss the feasibility of providing mobile testing at locations throughout the city for families, students and school staff. That the City Manager provide an update to the feasibility of placing mobile testing sites by July 27, 2020 in order to provide ample time to prepare for the upcoming school year and keep our students and staff safe. Mayor Siddiqui, Vice Mayor Mallon, Councillor Simmons, Councillor Nolan

COMMITTEE REPORTS

1. A communication was received from Anthony I. Wilson, City Clerk, transmitting a report from Councilor Simmons, Chair of the Government Operations, Rules & Claims Committee, for a public hearing held on Feb 19, 2020.
2. A communication was received from Anthony I. Wilson, City Clerk, transmitting a report from Councilor Simmons, Chair of the Government Operations, Rules & Claims Committee, for a public hearing held on Mar 12, 2020.

COMMUNICATIONS & REPORTS FROM CITY OFFICERS

1. A communication was received from Mayor Sumbul Siddiqui, transmitting considerations about reopening schools this fall.
2. A communication was received from Vice Mayor Alanna Mallon, transmitting the Cambridge Economic Opportunity Committee (CEOC) Update and Outreach Project Report.

HEARING SCHEDULE

Mon, June 29

5:30pm City Council Meeting (Sullivan Chamber – televised & web)

Wed, July 1

10:00am The Public Safety Committee will meet to discuss the Cambridge Police Department’s Use of Force Policy and related matters. (Sullivan Chamber – televised & web)

Tues, July 7

5:00pm The Ordinance Committee will meet to conduct a public hearing on proposed amendments to the Cycling Safety Ordinance. (Sullivan Chamber – televised & web)

Wed, July 8

5:00pm The Ordinance Committee will meet to conduct a public hearing on a petition to add an Affordable Housing Ordinance to the City’s Zoning Ordinances. (Sullivan Chamber – televised & web)

Wed, July 15

10:00am The Neighborhood and Long Term Planning, Public Facilities, Arts and Celebrations Committee will meet to

conduct a public hearing to discuss the timeline, scope, and budget of the Tobin/Vassal Lane School Project, including updates on the Armory property, and how it fits into the long-term plan for all school buildings in the City to accommodate expected enrollment changes over the next 10 to 20 years and to receive an update on the legislative office plans. (Sullivan Chamber – televised & web)

Wed, July 22

5:00pm The Ordinance Committee will meet to conduct a public hearing on a petition to add an Affordable Housing Ordinance to the City's Zoning Ordinances. (Sullivan Chamber – televised & web)

Mon, July 27

5:30pm Special City Council Meeting (Sullivan Chamber & web)

TEXT OF ORDERS

O-1 June 29, 2020

COUNCILLOR MCGOVERN

MAYOR SIDDIQUI

COUNCILLOR SOBRINHO-WHEELER

WHEREAS: It is critical that the City of Cambridge re-examine our law enforcement practices that may endanger community members and expose them to extreme and unnecessary harm; and

WHEREAS: Two of the most egregious policing practices under current scrutiny are the use of chokeholds and “no-knock” warrants, which were used in the murders of George Floyd and Breonna Taylor in 2020. “No-knock” warrants, which allow unannounced, forcible-entry raids into homes, have a disturbingly violent pattern. [The New York Times found](#) that at least 81 civilians and 13 law enforcement officers died during no-knock raids, and similar raids where an announcement is made directly before breaking in, between 2010 and 2016; and

WHEREAS: The Cambridge Police Department already bans the use of choke holds, but does not explicitly ban the use of “no-knock” warrants; and

WHEREAS: Massachusetts State Rep. Liz Miranda and Senator Cynthia Creem have introduced complementary state legislation, HD.5128/SD2968, “An Act relative to saving black lives and transforming public safety,” to address targeted concerns with policing in our state. The bills are co-sponsored and supported by dozens of colleagues in the state house; and

WHEREAS: This state bill is targeted to mandate new standards for law enforcement conduct, use of force, and incident reporting. The Act mandates the use of de-escalation tactics before the use of force, and identifies very limited circumstances in which a law enforcement officer can legally use deadly force. It bans the use of choke holds, “no-knock” warrants, tear gas, rubber pellets, and dogs by law enforcement. The Act also calls for clear, annual reporting mechanisms at the state level for all officer-

involved injuries or deaths, and includes a “duty to intervene” by observing officers. It includes many more sections on conduct and public accountability; therefore be it

ORDERED: That the City Council go on record in full support of the state legislation “An Act relative to saving black lives and transforming public safety” as a first step in changing law enforcement standards, use of force, and reporting in Massachusetts; and be it further

ORDERED: That a copy of this resolution be sent to the Cambridge delegation in the Massachusetts State House, to Massachusetts State Rep. Liz Miranda and Senator Cynthia Creem, and to Governor Baker.

O-2 June 29, 2020

VICE MAYOR MALLON

MAYOR SIDDIQUI

COUNCILLOR NOLAN

WHEREAS: On May 4th, 2020, the City Council passed [a policy order](#) asking the City Manager, the Director of Cambridge Public Libraries, and the Cambridge Library Staff Association to develop ways to distribute physical library materials to students and other residents, especially by using the Library's online reservation system and staggered pickup windows; and

WHEREAS: Since then, public and school libraries have remained closed, leaving a critical resource gap, especially for our students and youngest residents; and

WHEREAS: While the Library currently offers [contactless holds pickup](#), using the online reservation system is a uniquely adult thing to do, and many children need more guidance when engaging with books, especially through personalized reading recommendations from librarians; and

WHEREAS: The Library is hosting its Summer Reading Program virtually this year, and although there are plans to give away 800 children's books, this is not enough to reach every reader or last the entire summer; and

WHEREAS: By creating mobile Library opportunities that would offer checkout at sites across the City, we can increase access to physical library materials to young Cambridge residents, especially those participating in the Summer Reading Program, in a safe way; and

WHEREAS: Mobile checkout should be offered at locations frequented by younger residents, such as the Summer Food meal sites, Mayor's Youth Summer Employment Program sites, Summer Camps who are holding in person sessions and other locations to enhance accessibility and convenience; and

WHEREAS: With typical summer learning loss coupled with COVID-19 slide, the City has a responsibility to ensure every child has ample access to educational and enriching materials like physical books; now therefore be it

ORDERED: That the City Manager be and hereby is requested to confer with the Director of Cambridge Public Libraries

and the Cambridge Library Staff Association to develop new and expanded ways to distribute physical library materials to Cambridge youth over the summer, including possible mobile checkout sites; and be it further ORDERED: That the City Manager report back to the City Council on this matter by the Summer meeting on July 27th, 2020.

O-3 June 29, 2020

COUNCILLOR SIMMONS

WHEREAS: In recent weeks, the City Council has introduced resolutions and policy orders that have placed the City on the record of being [in support of a congressional bill that condemns police brutality](#) and the militarization of the police across the country, that have asked the City to determine whether [some funding for the Police Department might be better utilized in other capacities](#), and that have asked the City to [obtain a detailed accounting](#) of all materials, tools, and property owned by the Police Department; and

WHEREAS: These items have been introduced as the nation reels from the unconscionable killings of George Floyd, Breonna Taylor, and Ahmaud Arbery, and following the attempted, racially-based weaponization of the police against Christian Cooper in Central Park; and

WHEREAS: The shockwaves from those events (and from earlier, unconscionable killings of people like [Eurie Stamps](#)) have led to countless municipalities beginning to explore the historical roots and roles of our police departments, to ask whether there are more constructive and holistic ways of promoting public safety, and to seek to identify and dismantle any lingering racial biases that have historically been intertwined with far too many police departments; and

WHEREAS: To its credit, Cambridge has made important strides in establishing a police department that is based upon the concept of [community-based policing](#) – including [hiring a veteran police commissioner](#) who is heavily invested in Social Justice initiatives, recruiting officers with strong community ties, working to promote a racially-diverse police department, and [hiring numerous social workers and mental health professionals](#) to better address the many non-criminal challenges presented to the department; and

WHEREAS: Yet Cambridge has certainly not been free of [troubling, racially-charged](#) incidents and [disturbing police responses](#) in recent years, and these incidents illustrate why we must remain vigilant in continually striving for a department that seeks to achieve an ever-more holistic, community-oriented approach that uses force only as a last resort, and we must continue working to ensure that any lingering vestiges of systemic racism within this department be identified and eradicated; and

WHEREAS: In the City's recent discussions touching upon the role of policing in our community, it has accurately been pointed out that merely looking for instances of systemic

racism in the Police Department, without concurrently doing the same work of exploring the municipal government as a whole, would be akin to treating the symptom of an illness rather than addressing the root cause of the disease itself; now therefore be it

ORDERED: That the City Manager be and hereby is requested to direct the appropriate City personnel to establish a plan designed to provide a thorough, system-wide review of the entire municipal government to identify and remove any vestiges of systemic racism and/or racial bias in any and all City departments, to establish clear, transparent metrics that will help further this critical endeavor, and to report back to the City Council on this matter no later than Sept 14, 2020; and be it further

ORDERED: That the City Manager be and hereby is requested to also report back to the City Council on any progress made in regards to the drafting of a formal Anti-bias/Cultural Competency Strategic Plan ([as called for in the Policy Order passed on May 20, 2019](#)) no later than Sept 14, 2020.

O-4 June 29, 2020

COUNCILLOR SIMMONS

WHEREAS: In service of furthering the City Council's continued efforts to institutionalize and codify the work around anti-bias, anti-racist, and cultural sensitivity training, it would be wise to ensure that the City Council's rules reflect the ongoing need for these trainings to take place on an annual basis; now therefore be it

ORDERED: That the Chair of the Civic Unity Committee schedule hearings to discuss how to best incorporate language into the City Council's rules that will call for anti-bias, antiracist, and cultural sensitivity trainings to be held on a yearly basis.

O-5 June 29, 2020

COUNCILLOR TOOMEY

WHEREAS: The COVID 19 pandemic has placed a tremendous burden on the business community and has the potential to reshape our business districts; and

WHEREAS: Our small business districts were already under tremendous pressure to attract viable small businesses that contribute to an active street scape, and both tenant and landlord will soon feel the economic pressure of an unsteady economy and uncertain consumer confidence; and

WHEREAS: Feedback from the business community has been to expect more business closures and extended vacancies; and

WHEREAS: These extended vacancies will increase pressure on landlords attempting to fill commercial vacancies with viable tenants, and

WHEREAS: Viable solutions such as residential conversion, could alter the commercial dynamic of our small business districts; and

WHEREAS: Our small business districts provide affordable commercial opportunities and services that support the community, create vitality for our neighborhoods, and economic opportunity for residents, and it is in the best interest of the city to maintain these uses; now therefore be it

ORDERED: That the City Manager be and hereby is requested to confer with the Assistant City Manager of Community Development to determine how to best protect and preserve our commercial spaces that support our small business operators and maintain continuity in our commercial districts, and report back to the City Council with recommendations at the September 14th City Council meeting.

O-6 June 29, 2020

COUNCILLOR SOBRINHO-WHEELER

COUNCILLOR ZONDERVAN

MAYOR SIDDIQUI

COUNCILLOR CARLONE

WHEREAS: It has come to the attention of the City Council that H.3924, An Act Enabling Local Options for Tenant Protections, has been reported favorably out of the Joint Committee on Housing by a vote of 13 in favor and 2 opposed; and

WHEREAS: H.3924 would give municipalities like Cambridge a flexible set of tools needed to prevent displacement & homelessness, reduce the phenomenon of heavy rent-burden, and protect renters; and

WHEREAS: While H.3924 does not require municipalities to enact specific tenant protections, it would empower them with the flexibility to address the housing emergency that exists across the commonwealth in a locally appropriate manner by removing current state-level restrictions, meaning the City Council would retain the responsibility of deliberating on and approving of any changes that are ultimately made; and

WHEREAS: There are and always have been a range of views on the best way to address Cambridge's housing affordability crisis, but it is clear that more local options are sorely needed to ensure housing justice and affordability for tenants in Cambridge, who make up more than 60% of all residents in the city; and

WHEREAS: The City Council believes that the State Legislature must act urgently to pass H.3924 and allow the City to better protect renters during the ongoing COVID-19 pandemic; and

WHEREAS: Numerous organizations that prioritize housing justice in Cambridge have endorsed H.3924, including the Alliance of Cambridge Tenants, Our Revolution Cambridge, A Better Cambridge, and the Cambridge Residents Alliance; now therefore be it

RESOLVED: That the Cambridge City Council go on record in support of the swift passage of H.3924 by the State Legislature and Governor Baker; and be it further

RESOLVED: That suitably engrossed copies of this Resolution be forwarded to every member of Cambridge's Statehouse Delegation, as well as House Ways and Means Chair Aaron Michlewitz, House Speaker Robert DeLeo, Senate President Karen Spilka, and Governor Charlie Baker.

O-7 June 29, 2020

COUNCILLOR NOLAN

VICE MAYOR MALLON

COUNCILLOR ZONDERVAN

COUNCILLOR CARLONE

WHEREAS: The Old Course at St. Andrews in Scotland, the first golf course in the world and often referred to as "The Home of Golf," is [closed on Sundays](#) to allow members of the public to access its vast open space for other leisure activities free of charge; and

WHEREAS: From May 6th to May 21st, 2020, the City Manager opened the Fresh Pond Golf Course, the largest open space in Cambridge, to pedestrians to allow for extra space to safely distance; and

WHEREAS: During the time it was open to the general public free of charge, the space was widely utilized by people walking, jogging, reading, and playing with their kids, which have all become more difficult to do in a safe fashion during the COVID-19 pandemic; and

WHEREAS: The Council has gone on record asking the City Manager to provide additional space across the city to ensure equitable access to open space during the COVID-19 pandemic; and

WHEREAS: Golf is an important and safe outdoor activity, and yet golfer needs should be balanced with the need for open public space for residents, many of whom cannot afford golf fees; now therefore be it

ORDERED: That the City Manager work with the Department of Human Services Recreation Division and other relevant departments to determine the feasibility of identifying one evening or day per week that the Fresh Pond Golf Course can be open to the public for general use; and be it further

ORDERED: That the City Manager report back to the council by the Summer meeting on July 27th, 2020.

O-8 June 29, 2020

MAYOR SIDDIQUI

COUNCILLOR SIMMONS

COUNCILLOR SOBRINHO-WHEELER

COUNCILLOR MCGOVERN

WHEREAS: Cambridge residents continue to face financial hardships during the COVID-19 pandemic, especially low-income families and residents;

WHEREAS: According to most [federal and state agencies](#), households that spend more than 30% of income on housing

costs are “cost burdened,” and households that spend more than 50% of income on housing are “severely cost burdened;” and

WHEREAS: In Cambridge, 42% and 20% of households are cost burdened and severely cost burdened, respectively, compared to 29% and 14% of households statewide; and

WHEREAS: Cost burden rates are typically higher among renter households, and in Cambridge, 49% of renters are cost burdened, versus 28% of owners; and

WHEREAS: With unemployment continuing to grow to unparalleled levels, this crisis greatly impacts the stability of Cambridge tenants and homeowners, and without continued interventions, Cambridge will experience increased tenant displacement and a further decline of its socio-economic diversity; and

WHEREAS: The Mayor’s Office, City Council, and the Housing Division of the Community Development Department, Multi Service Center and City Manager’s Housing Liaison have received thousands of emails and phone calls regarding housing and housing related questions to the City’s COVID-19 Housing Line; and

WHEREAS: Over 1,400 families and residents have been supported financially through the Mayor’s Disaster Relief Fund to help with rental payments over a three-month period; and

WHEREAS: Governor Baker’s eviction moratorium expires on Aug 18, 2020 or 45 days after Governor Baker lifts the state of emergency, leaving tenants still experiencing financial distress with additional stress on housing instability; and

WHEREAS: Despite our best efforts to reach as many Cambridge residents facing housing insecurity as possible, many residents do not know their rights and the resources available to them if they receive an eviction notice; and

WHEREAS: In anticipation of the needs of tenants after the eviction moratorium ends, and to prevent the continued departure of low- and moderate-income households and families, it is critical to create strategies and share information and resources with landlords and management companies to maintain tenant housing stability; now therefore be it

ORDERED: That the City Manager is requested to confer with the City Manager’s Housing Liaison and Multi Service Center on implementing a Tenants Rights and Resource Notification Act that would require owners and management companies to include tenant rights and resource information when issuing eviction notifications including at the initial Notice to Quit stage and report back to the City Council on July 27, 2020.

O-9 June 29, 2020
MAYOR SIDDIQUI
VICE MAYOR MALLON
COUNCILLOR SIMMONS
COUNCILLOR NOLAN

WHEREAS: The Cambridge Health Alliance (CHA) announced they will be closing their East Cambridge COVID-19 Testing site Fri, June 26; and

WHEREAS: Running through July, the Cambridge Public Health Department will begin to offer mobile testing in North Cambridge, The Port and East Cambridge one day each week during designated hours; and

WHEREAS: Additional neighborhoods may be added to the mobile testing program; and

WHEREAS: COVID-19 prevalence in Cambridge is low, and current public health evidence suggests schools have not played a significant role in COVID-19 transmission and that children, particularly younger children, are less likely than adults to be infected with COVID-19; and

WHEREAS: The Department of Elementary and Secondary Education issued initial Fall School Reopening Guidance on June 25, 2020 for schools, which include that schools are not required to perform daily temperature checks before staff and students enter the building or provide COVID-19 testing; and

WHEREAS: As COVID-19 will continue to affect us for a long time, in the absence of a vaccine the City of Cambridge and Cambridge Public Schools should consider a plan to implement testing for schools; and

WHEREAS: Such testing should be made available to all staff and to students who have had possible exposures from a family member, household, or from the community-at-large; now therefore be it

ORDERED: That the City Manager confer with the Cambridge Public Health Department to discuss the feasibility of providing mobile testing at locations throughout the city for families, students and school staff; be it further

ORDERED: That the City Manager provide an update to the feasibility of placing mobile testing sites by July 27, 2020 in order to provide ample time to prepare for the upcoming school year and keep our students and staff safe.