



# PUBLIC SAFETY COMMITTEE

## COMMITTEE MEETING

~ MINUTES ~

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Tuesday, December 21, 2021

2:00 PM

Sullivan Chamber  
795 Massachusetts Avenue  
Cambridge, MA 02139

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The Public Safety Committee will meet to hear an update on the city's implementation of the HEART proposal as part of an alternative public safety response.

Attendee Name	Present	Absent	Late	Arrived
Quinton Zondervan	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Dennis J. Carlone	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Alanna Mallon	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Marc C. McGovern	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Jivan Sobrinho-Wheeler	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Councillor Nolan present



**PUBLIC SAFETY COMMITTEE - DECEMBER 21, 2021**

**TRANSCRIPT OF PROCEEDINGS**

**Mr. Clerk:** Councillor Zondervan, the time of the Meeting has arrived and you have a quorum.

**Quinton Zondervan:** Thank you, Mr. Clerk. I will call the Meeting to order. The call of the Meeting is to hear an update on the City's implementation of the HEART proposal as part of an Alternative Public Safety Response. Pursuant to Chapter 20 of the Acts of 2021 adopted by Massachusetts General Assembly and approved by the Governor, the City is authorized to use rem- remote participation at Meetings of the City Council. To watch the Meeting, please tune into Channel 22 or visit the Open Meeting Portal on the City's website. Today's Meeting will be conducted in a hybrid format. Members of the public may participate remotely or physically appear in the chamber to provide Public Comment. Actually, there will not be Public Comment today because it is a continuation. Um, Mr. Clerk, if you would please take a roll of the members present.

**Mr. Clerk:** Councillor- Councillor Carlone. Councillor Carlone? Absent. Vice Mayor Mallon. Vice Mayor Mallon? Absent. Councillor McGovern.

**Marc C. McGovern:** Present and audible.

**Mr. Clerk:** Present. Councillor Sobrinho-Wheeler.

**Jivan Sobrinho-Wheeler:** Present and audible.

**Mr. Clerk:** Present. Councillor Zondervan.

**Quinton Zondervan:** Present and audible.

**Mr. Clerk:** There are three members present.

**Quinton Zondervan:** Thank you, Mr. Clerk. I believe Councillor Carlone has arrived.

**Dennis J. Carlone:** Thank you.

**Quinton Zondervan:** And uh, Vice Mayor Mallon did let me know that she would not be able to attend due to a prior commitment. Um, so, with that all today's votes will be by roll call. Also, we are joined by Councillor Nolan, who is not a member of the Committee, but is present as well. Um, so, as I mentioned, this is a continuation of the November 17 Public Safety Committee hearing. On November 17 we heard from the City about their proposal for a new Community Safety Department. And today we will hear from HEART and their partner organizations about the HEART proposal. As I mentioned as well, because this is a continuation, we will not have Public Comment. We did have extensive Public Comment last time. Um, and as I said at the previous Meeting, this is a difficult conversation. So, I am asking everyone to please be c- civil. Don't assume intent. Avoid personalities and please direct all comments and questions through the Chair. We know from the City Manager that he will come forward with an appropriation for the new department uh, sometime early next year. And we know from HEART that they will that they have already begun to provide community services and will continue to do so. So, the hope today is that we can make some

progress on how the City and HEART can best work together to provide these critical services to our community and how the City can support HEART through funding and in contract for services. So, the Agenda for today will be that we will hear uh, a presentation from HEART and their partners will then have Q and A vote for HEART, and for the City as well if there's any questions for the City's proposal. And then we will have Council Discussion and any Committee Actions and then adjourn. So, at this point I will hand it over to Stephanie Garan to uh, get us started on the HEART proposal. Stephanie.

**Stephanie Garan:** Can you hear me?

**Quinton Zondervan:** Yes.

**Stephanie Garan:** All right. Good afternoon everyone. Great. My name is Stephanie Garan. I'm a Cambridge resident. Um, I am also a PhD candidate in Sociology at the University of London and am trained in Mixed-method Participatory Action research. I am here to remind you that on the 25th of May 2020, George Floyd was murdered. And that members of the City Council and the general Cambridge public as well as other communities all around the world were outraged and appalled by the video of his murder. When we watched him take his last take his last breath and heard him call for his mother with the weight on his neck. We all knew that something needed to change. In fact, the City Council knew that something needed to change. That was the spark that led to the initial Policy Order 149. It was an invocation answered. You all voted for Policy Order 149 for the development of an Alternative Public Safety Program. A lot has passed since that time, but please don't forget George Floyd. I'm also here to remind you of the possibilities in alternatives. Right? Right there and then. Oh, think of this for example. Think of there- what if when someone calls for help, we give it to them right there and then we give help- and we give help in the form of mutual aid, or transportation, or information, or companionship, or deescalation. What if when someone calls 911 and asks for help, we give it to them? Who are those who are currently being underserved in the City by the current Public Safety system? According to the data, unhoused community members, undocumented community members, those who work in informal economies, and of course their loved ones. This shouldn't be a surprise, but I've been undocumented. In fact, I've experienced childhood homelessness right here in Cambridge. In 1996, I lived in an unfurnished basement apartment on Cherry Street. And then in 1998 I moved to a semi-finished basement apartment on Cherry Street. Until, in 1999, my family found found refuge in Public Housing where we lived for 20 years. This might be a surprise to some, but I've also been undocumented here in Cambridge. I was a dreamer. My sister and I had no papers. This actually prevented my sister from going to university after high school because we had no idea that we were undocumented until she was applying to universities, and she didn't have the proper papers to enroll. I got lucky. We got our green cards just in time for me to enroll in 2005 after I graduated from high school. And in 2014, I naturalized as a US citizen. I'm the product of a low income, single parent, female headed household. I can say that in my growing up here in Cambridge, that is what has afforded me the opportunity to work towards a doctorate. I can say now that I

have an expert, but I've always been an expert. I've always been an expert in my own story. So, are all marginalized people, especially those who aren't here today- especially those who cannot be here today. The ones who are at work, the ones who are afraid, the ones who don't even know that this is a possibility in Cambridge. HEART was developed by the community of people who were underserved as well as those who had the time and will to allocate to thinking with those people. You may be having a hard time believing that there are people who are underserved here in Cambridge because it's such an affluent and thriving place. And yet, you know, that there are undocumented people here because, you know, the fear of ICE is real. There are unhoused communities here. So, why not ask them what they need? This is what we're here to do today. We're here to present this to you. What- what happened when- when we asked people what they needed? What did they say to us when we asked? I imagine I'm asking you to imagine with us, what happens if you ask what is possible with an alternative. I'd like to introduce the first speaker, Dr. Sarah Suzuki, the HEART Development Director to present on HEART. I pass it to you.

**Dr. Sarah Suzuki:** Thank you so much, Stephanie. So, my name Sarah Suzuki. I'm the Development Coordinator for HEART and I would like to present on our model, how it was developed through a transparent public process. Um, I would also like to share with you are asked for support from the City. So, to begin uh, we are here today with uh, in conversation with the City because we have some asks of the City. We would like support in the following ways. We would like to um, be a negotiation and discussion about calls that are appropriate for a HEART response. Uh, we would also like to uh, be in conversation about how positions within the City can serve as liaisons between HEART, the program, and the City to ensure accountability between the City and the program. We would like to be able to discuss startup funding of \$2 million as well as facilities for HEART to be operational. So, what is HEART? HEART has a mission statement of being an Alternative Public Safety Program. It is with a peer response model- we will directly respond to emergency calls to address the immediate needs of people in conflict or crisis, including those who are unhoused, those with mental illness, and those with substance use disorders. A really critical part of HEART's mission is that it is set designed specifically and especially to serve presently on an underserved populations. It is also designed to include those populations voices and their opinions and their power and the development and operation of HEART's programs and services. So many of you are probably familiar with the Black Response. We wanted to clarify that the Black Response is an advocacy organization composed of young black uh, and current and former Cambridge residents. And the Black Response has been instrumental in advocating for the development of HEART and implementation of an Alternative Public Safety Program in Cambridge. However, it is a completely separate organization to HEART. Black Response is fiscally sponsored by community service CARES and operates separate to Cambridge HEART, which has its own 501(c)(3) status. So, how was HEART developed? Where did this come from? It is not the idea of a few experts. It was developed through a participatory action research process with the community. What this means is that there were many rounds of in-depth

interviews conducted with multiple community members. There were multiple rounds of surveys done with both residents and youth respondents. There were surveys done in collaboration with MAC from who you will hear later. Those surveys were with the unhoused populations in Cambridge. And there are also program infrastructure surveys done with current service providers locally. And we- I will be sharing some of the testimonies later. But some of this research, for example, showed that out of over 400 Cambridge residents surveyed a resounding 82% responded that an Alternative Public Safety Program in Cambridge needs to operate outside of the Cambridge Police Department. I also want to add that a report summarizing many of this much of this research will be presented on later today by software for good and is going to be disseminated through the Cambridge Community Foundation. So, through those surveys and interviews, what do we learn? We learned a lot about the community's needs and what what they feel is going to meet their needs for safety in Cambridge. Community members when they're in crisis or in conflict, seek immediate material support, whether that's food or housing or transportation or medicine. They seek the ability to get to safe places quickly. They want someone who will listen to them, um, who can speak their language, who can be present with them. They want to be treated with respect and dignity regardless of their current situation. They want to be able to trust the people who are saying that they want to help. And um, there's a lot of trust within the community which is why we are going to be hiring responders who are community members. They want to be able to consent to specific services, meaning they want to be interacting with people who are not able to, for example, arrest them. And they want to be able to call for help regardless of their current status in terms of warrants or immigration. I'm now going to turn over to community member uh, who has sent in to us a recorded testimony. The this first testimony is uh, I believe in Spanish and uh, please read the translation on the slide. Excuse me, I need to um, share again with audio. Give me one moment please. (Spanish Spoken) And I have a second testimony here that I would also like to share. This one is an Arabic. Please again read the translation in English. (Arabic Spoken) So, uh, uh, thank you. We wanted to share those testimonies with you all to show how we are listening to our community members. Another way that we are engaging in a public and transparent process to build HEART is by having weekly coalition meetings with community members, as well as representatives from different service providers. These have been going on once a week on Monday afternoons from February and there are over 20 attendees every week. There have also been interviews conducted with the service providers in Cambridge, including MAAP, the YWCA, the Women's Center, Margaret Fuller House. And as mentioned previously, a report of our research findings is going to be disseminated through the Cambridge Community Foundation. Some other ways that we have been engaged in the development process of HEART is by engaging in conversations at the national level around alternatives. So, we are part of a network of national- a national network of alternatives through interrupting criminalization. This network includes CAHOOTS, of who you hear from later, as well as Mental Health First. And we are also in conversation with software organizations that are working on software

solutions for alternatives. We also have input, uh, both at the coalition meetings and through other avenues from experts in the community. We serve the populations that we wish to serve. And we are also receiving protocols, budgets, um, and operational kind of advice from other Alternative Public Safety Programs in the nation. We're building a strong uh, and deep network with the community through our community cohesion team. And this has meant that we are already starting to receive calls for support from the community. So, for example, currently our community liaison is working with a family who is dealing with the aftermath of gun violence and she's supporting the family to move out and find safer housing. I'll find health care support with bills. We have also received a call for support from a domestic violence victim and we are supporting them to move to rent a new whole truck and move their furniture to a safer location. We have been involved in MIT SOL, which they held an unbundling Police incubator kind of startup solution organization that we were part of. We are also in relationship with Bunker Hill Community College and they will be providing Cambridge residents with EMT training. Our community cohesion team is also in close conversation with Cambridge Local First in order to conduct outreach to local businesses, so, that they know that they can call HEART for certain situations and outreach to area schools have started as well. So, what is the HEART model? So, taking all this uh, input from the community about their needs, this research with national standards for Alternative Safety Programs and our interviews with uh, local service providers. We have created a HEART model uh, that includes supporting people directly with immediate needs at the time of conflict and crisis through principles grounded in trauma-informed care, disability justice, and transformative justice. This means that our direct response will use methods uh, in line with de-escalating and mediating conflict. Those are our responders will be trained in supporting those who have mental health needs or are in crisis due to substance use, whether that is in a public space or a private space. And we are also training our responders to be able to support our unhoused community members. Another part of a critical part of the HEART model is to connect people proactively to existing City and community resources as well as mutual aid. And so, the HEART model is designed so, that the HEART dispatch and the responders will have access to an online database of resources in the City of Cambridge and this will be updated live on, so that they can connect community members with the resources in the City and really um, more effectively use what's already available in the City as a resource to residents. Our model also means that the responders are peers of their community members and this serves multiple functions. First, they were most suited to responding as people with lived experience, similar lived experiences. And we will also be strengthening the communities both economically and civically by providing training to residents to be hard responders. The training for HEART responders will include the EMT training in partnership with Bunker Hill, mental health training from CAHOOTS and mental health first, as well as domestic violence awareness training from leading trainers such as Mimi Kim and local organizations such as transition house. Our responders will be trained in conflict de-escalation and conflict resolution methods, including the circle process, which Unity Circles provides

trainings in. And they will be trained in unhoused sensitivity training for connecting with unhoused community members through MAAP in partnership with other local services for unhoused populations. The community will be able to access HEART in multiple ways. So, we will have a direct phone line and we uh, hope to be in conversation with the City about access uh, the community being able to access through HEART if they're accustomed to calling 911. We also will provide um, services if contacted on the internet through text message and also hope to provide a physical drop in location with some services as well. And I want to underscore again that HEART is designed specifically to serve as hard as designed to respond to everyone in crisis. But it has been explicitly designed to serve the most marginalized populations in Cambridge who are presently on and underserved by the existing system as it stands. So, it is designed specifically to serve undocumented people, people with a low income, young people who may be in conflict or crisis, those with a history of incarceration, those who work in informal economies, those who may be deaf or hard of hearing, unhoused populations, and of course their loved ones. We would like for HEART to be uh, evaluated on certain outcomes. Uh, we see HEARTs uh, we see an outcome of HEARTs programming as fewer Police interactions, which should lead to fewer arrests, especially between the Police and the most marginalized community members of Cambridge and that can be tracked through Police records. We also hope that HEART programming will increase the use of City Services and resources. And this can be tracked by the data that nonprofits collect on their service use as well as internal HEART records about how hard is connecting residents to certain services. And HEART will also have some other outcomes that will be a little harder to measure and hard numbers. And so, these are less tangible, but no less important. We we seek for HEART to strengthen the community's ability to mediate and resolve conflicts. And the community's knowledge of what resources they can have for conflict resolution. And because our responders will be members of the community being trained and given the skills to serve their own peers, community members will have increased knowledge of resources and greater civic engagement. This is our personnel structure for HEART. We will have uh, rotating teams of first responders and dispatch as well as an administrative team. The administrative team will include liaisons with the City as well as analysts for accountability. And um, we will need an IT team to keep running the database of services available to residents. So, a question that comes up a lot with alternatives is around liability. And HEART has a liability and oversight Committee that's continually working to identify and address the risks associated with an alternative. Currently HEART is incorporated as a 501(c)(3) and Massachusetts law provides limitation of tort liability to charitable organizations. We're also in conversation with insurance companies about coverage for malpractice, as well as our facilities and board, and other areas that need to be covered. The funding model for HEART um, HEART services will be entirely free of charge. And we plan to fund this both through support from the City as well as through other streams, including private foundations, grants from private foundations, state and federal bids, individual donors, fundraising and contracts with larger service providers. And we have already successfully raised



some funding to support our Community Cohesion Team and our administration uh, and our research and that funding has come from uh, Borealis Philanthropy, the Resist Foundation in Boston as well as resource generation. I wanted to reiterate that we are in conversation with national models for alternative programs and that according to institutions such as the Barrett Institute and Interrupting Criminalization, which are national think tanks on alternatives, we meet the existing best practices for an alternative public response. So, I want to provide a little more detail on what our asks of the City are today. So, our four asks are around um, discussing calls that are appropriate for HEART response, creating positions to serve as liaisons and provide accountability between the City and the program. Our ask is also for funding for startup of HEART and facilities. So, our ask for the City is for a discussion of calls that are appropriate for HEART response. We envision HEART to have multiple access points for the community, which includes hearts own direct line, direct phone line, to be the fourth option for 911. So, it would be Police, Fire, EMS and then HEART as alternative response. And then to also be assigned low level calls from 911, and calls from uh, calls to the non-emergency Police line. I will be coordinating those calls internally through a software called Patch. It was developed by a software organization called Rahim and this Patch software helps uh, alternatives manage responders schedules handle uh, requests for help coming in from multiple avenues and allows responders to communicate with one another and coordinate response. The types of calls that HEART uh, is suitable to be responding to include uh, some on this list as well as others. Uh, you know, things like a family or neighbor dispute uh, is appropriate for HEART response. Trespassing uh, residents asleep in public. Our second ask is for uh, City positions that will act as liaisons with HEART and this is uh, because we want to ensure accountability between the City and the program. We think that uh, the positions should serve several functions uh, both to uh, communicate between the City and HEART. Uh, and we also think that uh, the City should have access to hearts records uh, to be able to analyze and produce reports on HEART. Our ask for \$2 million in startup funds uh, would be allocated in the following manner. So, uh, a million is for 20 responders at \$50,000 each and uh, staff salaries uh, for five- and five full time and one half time person as well as benefits, supplies, technology and other items. And lastly, we are uh, looking to utilize uh, currently unused City-owned building. Uh, we have- the community has identified having a drop-in space as essential and a priority and we would equip HEARTs facilities with seating areas with amenities such as laundry and electrical outlets. And this would also be where HEARTs administrative staff would work, and where the dispatch center would be. I wanted to close with some of the organizations that are endorsing HEART. You can see their logos here and they are also listed in this table. Thank you for your attention.

**Stephanie Garan:** Thank you, Sarah. We have also shared this presentation with the City Clerk and this will be made available to the City Council. Next up I'd like to call oh, I'm so confused right now. I'm looking at Rachel and seeing um, so, I'd like to call the folks for MAAP um, Cassie Hurd and Rachel Walton.

**Quinton Zondervan:** Thanks Stephanie. Cassie and Rachel.

**Rachel Walton:** Hi thank you all for having me. My name is Rachel and I work at the Material Aid and Advocacy Program. I'm going to start speaking and then pass it over to Steve and Cassie who will introduce themselves. So, in my roles in a few different jobs, I've supported people who are in crisis in a variety of settings including on hotlines, in community drop-in settings, and spaces that serve unhoused folks in Cambridge and Boston. I also did outreach for the local syringe service program. I'm currently the Program and Outreach Coordinator here at the Material Aid and Advocacy Program. In different roles, I'm constantly having conversations with people about their experiences with the Police, both at outreach, um, at organizing meetings or in the drop-in. At MAAP, we work with folks to make plans that keep themselves safe and avoid interactions with the Police and Police surveillance. These conversations only increased in March and April 2020 when the only people on the street were the Police and people who were unhoused because most other people had the opportunity to shelter inside. At one organizing meeting early on in the pandemic we asked community members to list their advocacy priorities. Almost everyone who responded highlighted negative interactions with the Police and the need for a community-based public safety response that's completely separate from the Police. We created a survey alongside researchers at Boston Medical Center and unhoused organizers to gather people's experiences with the Police and the vision for an alternative response to crisis in public. We spoke with 116 community members who are unhoused in Cambridge. We're here to share people's experiences with the Police and vision for an alternative. Our respondents shared that they had negative interactions with the Cambridge Police and other policing entities like the Central and Harvard Square Business Improvement District, University Police and private security all the time and thing- for doing things like sleeping in public, sitting or lying down, spending time in a park and for having crises related to mental health and substance use. People are routinely criminalized for spending time in public in Cambridge. The outcomes of these interactions range from threat of arrest to arrest and incarceration or involuntary commitment for using substances which puts people at double the risk of having a fatal overdose. People are also forced to move along. Being moved along is destabilizing and unfair as well as causes disconnections from trusted providers and community members who care for each other, respond to overdoses, de-escalate conflict and crisis on their own. People shared that Police alternatively often escalated these situations. People also share that these interactions, whether in one of the squares in shelters or in jail, result in the loss of important belongings, including sleeping bags for warmth during the winter when temperatures go far below freezing, identification and government documents that are necessary to move out of homelessness, new syringes to prevent HIV and Narcan, a lifesaving drug that reverses overdoses. All of these belongings were lost during interactions with the Police. However, people also shared beautiful visions for an alternative response that were extremely laid out and people had very specific asks in terms of what this program would look like. People spoke about approaching with an introduction about specific ways that people should approach. Also that the folks who are doing this response should be

a group of people that already has trusting relationships and give space for people to resolve conflict while also deflecting any Police or bystander intervention. They ask that responders are calm during escalated situations and have a wide range of offerings that can be tailored to different situations that the responders are flexible and that there are not social workers or Police involved. But that the responders also have the skills to respond to medical emergencies like overdose, wounds, hypoglycemia and more. The staff should be well trained and well resourced so that people can be successful in providing actual material support and emotional support during crisis. And that these responses need to be within harm reduction, trauma informed care that is separate from the Police and carceral systems. I'm going to now pass the mic over to Steve, one of our community members who's going to share more about what the community needs from an alternative response. Thank you.

**Cassie Hurd:** Um, hi everyone. Um, my name is Cassie Hurd. I use she/her pronouns. I'm the Director of the Material Aid and Advocacy Program where I've been offering direct support to, learning from, and organizing alongside unhoused, and under housed community members and people who use drugs here in Cambridge and in Boston since 2006. We regularly respond to crisis working with and supporting community members and de-escalating themselves and their peers and through conflict and medical challenges. Um, I want to recognize that there are significant barriers for people to be able to participate in these City Council Meetings, including fear of being targeted by the Police or the City for sharing traumatic experiences and needing to prioritize their basic survival needs, especially on a cold day like today. That being said, someone from the unhoused community member wanted- someone from the unhoused community wanted to share testimony with you about their experience with the Cambridge Police and how the Police outreach team does not serve them or meet their needs. And how a community-based Alternative Public Safety Team could better keep them safe and meet their needs in a way that does not criminalize them. Um, her testimony is as follows. Um, hello my name is Cece and I'm a homeless person living in Cambridge with mental health issues. While I'm under treatment, I sometimes have challenges with my medication which cause me to experience breakdowns. During these times I often need hospitalization and often I need an ambulance and medical staff to transport me. I have never needed Police to show up but every time I, or a loved one, or doctor calls me in to be evaluated, the Police show up first. They run my name and for no reason, or otherwise, make me feel uncomfortable when I'm already in an unsafe state. If trained community members or just medical providers were to respond instead of Police, it would have a more calming effect instead of an escalating effect for me and I suspect many others. Regularly my partner and I have been moved along in the middle of the night by Police for no other reason than someone called them either because we are sleeping outside with no options for couples inside, or for activity we are not responsible for. It should not be the Police who respond to these calls in the case. In this case, a Police presence is often confrontational when it doesn't need to be and can escalate a person's response, causing them to break the law when previously no law has been broken or worsening their circumstance. I also want to

highlight a few other experiences some unhoused respondents shared in our survey that Rachel talked about. Community members shared extraordinary and traumatic experiences with Cambridge Police. However, just as frequently, community members shared the everyday encounters they have with Police that criminalize them for surviving poverty in public and how people would better be served and have better outcomes if they're being supported by a community-led crisis response. One community member shared how Cambridge Police responded when she was experiencing a mental health crisis. She said one time when I was on the phone with the person I go to when I'm having challenges, my day one sister, she helps to escalate me and support me and think of solutions. The cops showed up. One took my phone away and hung it up. It sent me to a much worse place. I yelled for my phone back. It was my safety security and survival. She has been my lifeline. They put their hands on me. They had guns and batons on them. I had a tactical disadvantage and knew fighting back would only make the situation worse but had to because there were men on top of me. They didn't care that I was telling them it was not it was triggering. It was awful. I felt helpless and scared. That's not how you treat a person in crisis. Two other community members shared how they would want to be approached by community responders if they were experiencing a crisis. The first said I'd want them to show up ready to help or step back if some of us are responding on our own but still be there to support us or step in if needed. I think they should be trained in harm reduction and how to work with people who have experienced trauma and some of us should be trained too. I think we are the first responders and we need the training to check in with each other and for when they show up. Another person shared I'd want people with de-escalation skills and the ability to listen observe and understand where to step in and where to let things play out a bit and be there to offer support if needed. Maybe help manage people who are watching or could escalate things. People who would be inclined to still call the cops even if this program was responding. I think that could have a chat be a challenging thing. Understanding that sometimes things have to play out a bit before they improve. Police have us believing immediate action is the way to solve problems. It's not. Sometimes people need space and time and we just don't have it living outside or in a shelter. Other community members, as I said, shared about sort of existing in public and interactions with Police. One community shared his experience with Police when someone called about sleeping in public. He said there's nowhere to go. Everywhere in Cambridge is private property even when you think it's public. Harvard Square belongs to Harvard and Central Square is even private now. So, a few times I got nabbed for trespassing and what I thought was public property but it was actually private. Or they just treat it as private property and maybe I've escalated but I feel desperate. Where am I supposed to go? It's all humiliating. I grew up blocks from here and I'm sleeping in the one warm place I can find so I don't die. Just leave me alone if you're not going to help. Don't yell at me. Don't tell me I scare people. You know what's effing scary is thinking you're going to freeze to death and being kicked out of the only warm place you can find during COVID. They brought me in. It's how many months later and I'm somehow still on the street. See how helpful the Police are in responding. Related to community

members shared how they would like to be approached by community responders if someone called for them to be moved along. Um, loitering paints unhoused people into criminals but existing in public is not a violent crime. I could imagine these responders convening a conversation being helpful in a situation like this if somebody's resting. Clearly people are in a hurry or don't have time or space to communicate with us directly but perhaps this group could create opportunities for us to communicate um, that would probably be helpful so we aren't always moved along. Unhoused and under-housed community members, people who use drugs, and people who may be experiencing a mental health crisis, or perceived to be experiencing a mental health crisis have shared the Police are not serving them and only make them less safe and that they want a community-based response to crisis, not another entity of the City that they aren't able to trust. Um, I think there have been some challenges with Steve connecting, but hope he is still able to share. Thank you.

**Stephanie Garan:** Thank you, Cassie that was amazing. Um, if Steve is able to connect um, just flag us and just and we'll- we'll let you guys come back on.

**Quinton Zondervan:** Thanks Stephanie. Is this uh, Stephen Kelly?

**Stephanie Garan:** Is it Stephen Kelly or is it Stephen Cassie?

**Quinton Zondervan:** There's a Stephen Kelly in the public who's raised their hand.

**Stephanie Garan:** Oh, is it? Yes, Steve Kelly.

**Quinton Zondervan:** Perfect. Okay, great. So, looks like Steven has been promoted to panelists. So, Steven, you have the floor.

**Stephen Kelly:** Hi guys. So, yeah, my name is Steve, and I'm just- I'm no longer an unhoused City of Cambridge resident but I did spend about four years of my life as one. Um, it's one memory that's just never gonna leave. And just with that being said, I just want to say that I'm speaking very highly in favor of the HEART program. I don't support the proposed plans of Cambridge to continue using the Police force against an already marginalized community. The HEART program is a program with a holistic approach, much healthier toward the community than to invoke carceral law. They instead embrace their marginalized community, including the unhoused. Um, HEART was built- yeah, so, HEART was built um, by and for our community that had my full support. So, the treatment of the unhoused by the Cambridge Police, it's a very unwelcoming feeling. I don't know if anyone, well I don't know, you don't know, but I have been moving along from every single semi-safe place I could find for more time than I can comprehend. A public park where everyone else can stay or an abandoned building doorway during the rise of the pandemic. And I remember the beginning of the COVID-19. I was always trying to sit down for just more than five minutes before having to leave. Nothing was open and we had no choice. I would often wonder where the Police thought the homeless could go after under the lockdown. I am forever grateful for the time I spent volunteering at MAAP. The time I got to know where

the people I got to know there were amazing. They always thought always thought provoking always a story. I believe HEART can bring to the community people can begin to feel safer. I truly wish for the City to invest in this incredible program. I want to say I'll never be unhoused again but the future does what the future does and I'll never say never. Regardless they would be the people I would much rather have approaching me for whatever reason it may be. I want advocates to show up and understand whatever is wrong in my life at that moment or at least show an honest attempt to. Homelessness is not an easy thing. It's to walk in into it or out of it seems so unreal to me. The last thing I would want is a City-run Police adjacent program. And, you know, I just the the whole concept of what HEART could be for the homeless community would be just an incredible thing. And I just want to thank you guys for thanks for listening to me. Thank you.

**Quinton Zondervan:** Thank you, Stephen. Back to you Stephanie.

**Stephanie Garan:** Right um, I'd like to pass it over to Tim Black from CAHOOTS. Thank you, Stephen.

**Tim Black:** Thank you, Stephen and thank you Stephanie. Excuse me while I pull up my- uh, my screen here to share with you all. Um, I wanted to come in today to uh, just do a little bit of level setting around clarifications of what Whitebird Clinic is as the 501(c)(3) that oversees the CAHOOTS program as well as just answer some of the questions about um, you know, the program that are out there at large. Um, before I dive into this I do want to put it out there that CAHOOTS and Whitebird Clinic have been working with the Black Response and the HEART program for going on a year now. Uh, aAnd, you know, we've been really excited to watch this progress as as everything has unfolded. To- to level set and understand how CAHOOTS operates, it's important to recognize that we are part of a 501(c)(3) nonprofit that serves as our county's federally qualified health center. Uh, Whitebird Clinic itself has been around for over 50 years serving our community. Crisis services were at the forefront of what we first offered and since then we've really expanded our services, expanded our scope, became that federally qualified health center um, you know, organized as a 501(c)(3) profit-nonprofit. And today in 2021 we actually have 13 different programs that span the continuum of services ranging from that crisis intervention both in the form of CAHOOTS as well as a more traditional hotline and center that folks can go into, and more recently embedding crisis counselors and EMTs under the goods model within our high schools in our community. We also have outpatient behavioral health, and substance use treatment that utilizes a harm reduction approach. We offer peer support and case management support with getting enrolled with various public benefits and have medical and dental clinics that serve on an underinsured community members in our area. CAHOOTS is just one service within the larger Whitebird Clinic spectrum. And in order to provide the CAHOOTS service for the communities of Eugene and Springfield, we partner with the Eugene and Springfield Police Departments as well as Lane County Health and Human Services To provide this response that partnership means that we have liaisons from each Police Department as well as communications and health and human services that come in on a monthly basis. Sit down with us and

make sure that, you know, we're meeting our markers that- that services are being provided out in the field as efficiently as possible. That dispatch is sending us to what we need to and that we're getting support we need from our partners in the Public Safety System. All of the employees that are a part of that response for CAHOOTS are going to be Whitebird Clinic employees rather than City employees. And that really helps us to kind of build and maintain that trust with the community at large. When they see us, they know that we're not beholden to the same City Manager as our supervisor. Uh, you know, what it means that, you know, maybe they can be a little bit more open and honest with us or even just knowing that there is that distance from the CAHOOTS response and- and what they might otherwise experience with law enforcement can really go a long way, you know, as as you've heard in some of these testimonies today and just how an individual in crisis or somebody who is not able to access the resources to meet their basic needs, you know, we're able to provide a different experience. And have that person, you know, walk away with a different story than that- that fear that they might otherwise experience when they see that Police car roll up to them when they're guilty only of trying to sleep while poor. We do, however, utilize a City owned fleet, and so, that really helps us with making sure that our responses can happen regardless of what what else is going on. When- when we're utilizing that City on fleet, you know, we're able to get our vehicles repaired a lot quicker. We're able to just really work with existing systems in ways that, you know, I don't know if would necessarily be possible if we were just part of the City. We are funded at the to the tune of \$2.2 to \$2.3 million a year. This is for the 19-20 fiscal year. In the City of Eugene, we are funded entirely by City dollars and so, that means that City limits make up our jurisdictional boundary. Um, resources for CAHOOTS in the City of Eugene are dispatched by our central 911 center. In the City of Springfield, which is just across the river from Eugene, our services are funded by a combination of City and county health and human services dollars that allows us to expand and not just work within the City limits, but actually go out to the urban growth boundary. And that has to do just with the fact that we're receiving more than just those City tax dollars to go to that service. Our responses within the City of Springfield are dispatched by Springfield non-emergency Police. I wanted to show a breakdown of our budget so that folks can really understand that it takes more than one uh, you know, pocketbook to make this happen right now. We do receive about half of our funding from the cities of Eugene and Springfield, with Lane County making up a pretty significant chunk of the remainder. We also receive wraparound service funding payments from Medicaid. This isn't a fee for service model. This is a figure that was uh, negotiated based on a per member per month rate. And it really recognizes the cost savings that the CAHOOTS program is- is making for our Medicaid providers through reduced emergency room visits, through reduced ambulance rides, and honestly through other attempts that ultimately reduce population health spending, improve health outcomes, and overall reduce the financial burden on Medicaid in our community. Those funds from the county, from the City, from Medicaid really go into our direct service but don't fund the cost of overtime, of doing outreach and community education, of training for our staff.

And so, we end up having to fundraise about half a million dollars a year in order to really continue to provide the fidelity of care that our community has become used to and to address those unmet needs that we- we experience financially. And I bring that up because it's important to recognize that CAHOOTS is really looked at as this nationwide kind of best practice right this this standard of response. The funding that goes to our program is insufficient to cover the cost that we need in order to uh, pay career thriving wages and to increase our success in both recruitment and retention and to bring in the kind of training resources that a nationally recognized program really deserves. And so, right now, despite being funded at that \$2.2 to \$2.3 million mark, we are actively negotiating with our City partners for an increase in funding of up to \$1.8 million dollars so that we can really make this a job that folks want to stay with, that they can afford to work long term. Right now we are kind of a rung on somebody's career ladder. We're not able to provide those sustaining wages. We're not able to ensure family members or dependents. We're not able to provide a match to our retirement plan. And those things are what we're really trying to access and make available to our responders through this increase in funds. So, you know, for everything that I'm really proud of with CAHOOTS, I do have to say that this is one area where I really encourage communities to not copy our roadmap and to really look at what it's going to take to give these programs the resources that they need to adequately stand on their own. The scope of our work, as you saw with the proposed HEART response, is pretty broad. CAHOOTS teams respond to calls for service that stem from mental illness, but also substance abuse, issues stemming from homelessness and poverty, or even just that sheer lack of access to basic needs. You know, something that came up for me when Stephen gave his testimony previous to mine was that idea of just trying to get a quiet doorway where they can get out of the wind, get out of the cold and just sleep for a few hours. That is a denial of access to the most basic need of shelter and the opportunity to get a few hours of sleep. And so, for a lot of the situations that CAHOOTS is responding to, it's not because there's this acute mental health crisis unfolding. It's because there have been inadequate access to the resources to meet basic needs and that- that inability to access that resource has gone on for so long that a crisis has escalated. When CAHOOTS is allowed to come in, especially before these calls for service have risen to the level of priority that would necessitate that lights and sirens Police response, we serve as an opportunity to really divert folks from those most uh, frequent experiences. We have an opportunity to reduce unnecessary Police encounters for non-criminal issues. We have an opportunity to provide a more compassionate response for quality of life offenses and those crises which really stem from that denial of basic needs. And most importantly, we're doing these responses without the presence of Police involved in the majority of our situations. In 2019, CAHOOTS teams in the City of Eugene responded to nearly 18,000 calls for service out of the 105,000 calls that the public generated through our communications center. We facilitated 15,000 of those interventions without the presence of law enforcement, without the presence of an ambulance or a fire engine. And 13,000 of those calls for service that we responded to would have required those systems to respond in our stead. And through all of those



responses, especially when you look at just the 13,000 that would have required Police or EMS to respond to if we hadn't been there, CAHOOTS teams only had to call for Police cover in that time period 311 times, the majority of which were actually for Involuntary Emergency Protective Custody Orders and not for violence or aggression. And so, there's a, you know, profound opportunity and through what the HEART response is proposing to divert Police from these situations in which they aren't really needed in the first place and for which having somebody else respond can result in a lot better outcomes can reduce that potential for escalation and aggression or violence simply by having somebody in a different kind of uniform show up with a different set of tools at their disposal. As I mentioned, this slide covers those that call breakdown. This is included in here for your follow up after this Meeting. I'll wrap up by talking a little bit just about our public safety workflow and dispatch before I have to run to another call myself. But I did want to illustrate that for us all of the calls for service that CAHOOTS is receiving start within the public safety answering point whether that's 911 or the non-emergency line. Those calls are triaged by call takers and dispatchers and then our teams are dispatched over the Police radio. As you can see, that means that we're part of this larger system of services within our community where a crisis or something occurs out in the community. A call is placed to our public safety answering point and then dispatch is working with all of the resources at their disposal to make sure that the right responders are getting out there. If fire or EMS or the Police respond to a scene and see that this is better for the Mobile Crisis Intervention Service, MCIS, they can request us directly. And because we're tied into this system, we're using the same dispatch. As a responder on CAHOOTS, if I heard Police being sent to, for instance, maybe a panhandler at a familiar intersection, that's an opportunity for me as a CAHOOTS team member to hop on the radio and say, hey, this doesn't sound like there's something criminal going on. This really seems more about quality of life. You know, we're in the area and familiar with this person, we can go and respond instead by being plugged into that larger system. We're able to divert law enforcement at kind of that last moment, right? That kind of final intercept point and ensure that those officers are remaining free for enforcement and prevention while we are out responding to this quality of life and those social service responses. In our community, as you can see on this slide which comes from the City of Eugene, CAHOOTS is really viewed as an equal player within the larger public safety system. You have Police, fire, EMS, and CAHOOTS all as viable options for dispatch regardless of whether that call originates with 911 or within the non-emergency line. There's also a lot of overlap in the areas that that we are all focused on and that really speaks to a recognition of the intersectionality of what it is that CAHOOTS is responding to. Yes, we are primarily out there, you know, doing work around advocacy, counseling, responding for mental illness, but we also have, you know, pretty big overlap with law enforcement in responding to intoxicated and disorderly subjects. Similarly there's an overlap with fire and EMS by being there and on the occasion that, you know, maybe we can have a role to play in a vehicle crash or by having our EMTs provide that first aid and that medical evaluation we're reducing the need for a firehouse to get their

paramedics into their turnouts at four in the morning just to go out and check if somebody's abscess is still drained. So, there's, you know, there's a lot that we're able to do because we are really kind of viewed as this equal player within the system. And the final thing that I really wanted to end on is just to recognize that that while this is the approach that we have been using for CAHOOTS for the last 32 almost 33 years, there is a limit to our ability to serve our entire community because dispatch is our only point of access. If we were to be starting this program today in Eugene and Springfield, honestly what we would be doing would be an approach really similar to what Hart is doing. Having multiple points of access, not just within the 911 system, but other means of accessing and requesting that care where there's, you know, for community members who are really fearful of that potential for that Police interaction, right, of calling for help resulting in their children being taken away or then being forced to leave the country that they have worked so hard to get to. Through through really looking at alternative points of access, a separate crisis line, a separate dispatch. There's a lot of potential for this type of response to serve a broader cross section of the community and ultimately reinforce not only better health outcomes, but reduce that Police violence and really support community members understanding when and how they can ask for the help that they need. There's a lot of potential by integrating into a larger crisis line to divert a lot of these calls from even needing that first responder from from the behavioral health team to go out when there's that integration because there is an opportunity for a lot of cross training and education, really understanding what that crisis line can do and how they can support people. Being a place for somebody to go when they're in crisis creates resources for that mobile crisis response as well. And, honestly, we have an opportunity both in Cambridge and here in Eugene with the rollout of 988. And if you're not familiar I encourage you all to listen to that brief blurb from NPR just a couple of days ago that really kind of explains the underpinnings of that that that program. But 988 and these this push towards alternative points of access really is creating an opportunity for us to look at what it would mean for there to be a response that is really complementing and utilizing public safety infrastructure but it's still accessible to people that don't feel comfortable navigating that system. Before I wrap I will also say that, you know, having been a part of- of what the HEART has response been working on for this past year, hearing the Cambridge City Council's proposals, you know, I am a little bit worried that um, that there isn't enough attention being paid to the need for there to be a response that is not centered with a municipal resources in order to fully, and adequately the community. There's- serve there's also a lot of potential for these two programs both a City One Program and what the HEART response is proposing to work in concert with each other to be supportive and really clearly define their roles. But that means that there needs to be a willingness from Council and from the City of Cambridge at large to let the HEART response get out there spread their wings and start to really serve the community, so that we can really have opportunities to see what this partnership, you know, can- can really do. So, thank you all for your time. And Stephanie, sorry I went over a little bit there.

**Quinton Zondervan:** Thanks, so much.

**Stephanie Garan:** No, thank you, so much, Tim. Yeah. Um, do you have like a quick second in case they have any questions?

**Stephen Kelly:** I got about two minutes before I got to run. Yeah.

**Stephanie Garan:** I'll just take two minutes worth of questions.

**Quinton Zondervan:** All right. Thanks, Stephanie. And thanks, Tim, for sticking around. So, um, Committee members, does- does anybody have clarifying questions for Tim Black from CAHOOTS? Just raise your hand in the Zoom if you do. I see Councillor Nolan.

**Patricia M. Nolan:** Okay, so I don't want to go ahead and...

**Quinton Zondervan:** Can't hear you, Councillor.

**Patricia M. Nolan:** Oh...

**Quinton Zondervan:** Still can't hear you.

**Patricia M. Nolan:** Wow, I don't know what to- oh, can you hear me now?

**Quinton Zondervan:** Yes.

**Patricia M. Nolan:** Okay. Sorry. I'll be quick. It would be helpful to have it written up. I mean what you described a lot from CAHOOTS is very impressive. It was very similar to what a lot of similarities to what's being proposed by the City as well as HEART. And you mentioned at the end you would do it a little differently. It would just be uh, good to get some more specifics on that. Um, because it sounds like the um, you're integrated into the Public Safety another. So, again, I know you went over at some but to have some more depth about uh, why it is that it sounds like you say that there would be some changes that you would make because the the model you presented seems to be pretty effective. And as you know, it's been used by so many different people very tight in with two different with alternative measures. And I think the combined population that you're serving is about 220,000. Is that right? Or 225? Thank you.

**Stephen Kelly:** Yeah. And yes, I can- I can follow up with some written materials to reinforce um, that presentation. Yes.

**Quinton Zondervan:** Thanks, Tim. Thanks, Councillor Nolan. Um, Councillor Carlone.

**Dennis J. Carlone:** Um, thank you, Mr. Chair. And thank you, Tim and others for really a very in-depth presentation that helped. I know CAHOOTS has been around for some time and I don't know the evolution of it, how it started. It sounded like the I'm getting the title wrong. The medical center was there first and CAHOOTS came out of that or somehow was came afterwards. I think it would be helpful to know how it started with what capacity and how long it took to get to where you are now or 10 years ago if you were at the point where you are now because there's an evolution and that's part of the issue that's before us. Um, I

don't know if you have. The 20 second version, because I know you have to run, but anything would be helpful.

**Stephen Kelly:** Sure, the uh, the very abbreviated elevator pitch is that when White Bird Clinic started in 1969, we offered a crisis line. That was the first thing we did. And as soon as that crisis line started ringing, we were hearing about calls where the best thing we could do was show up where somebody actually was. And so, we started to send out volunteers and for about 20 years we did it on a volunteer basis. And it was only when community policing grants became available to cities that the City of Eugene approached White Bird Clinic and said, hey, we know you've been doing this thing in the community. Our officers bring people to your crisis center all the time. Why don't we just give you the resources to make this an official program? But, you know, I can provide more I guess background on the evolution of the program and um, you know, those expanded materials that Councillor Nolan asked for.

**Dennis J. Carlone:** Uh, one quick question the community policing grant is that a state program or a federal program?

**Stephen Kelly:** I'll have to find out that was 1989. So, it was a little bit before my tenure with the CAHOOTS program. But my understanding is that it was a DOJ grant because community policing was at that time this really kind of brand new idea. But I'll provide a lot more in depth, you know, material in a written report to you all.

**Dennis J. Carlone:** Thanks again for a great presentation.

**Quinton Zondervan:** Thanks, Tim. Thanks, Councillor Carlone.

**Stephanie Garan:** I also want to suggest that maybe in the future we can invite Tim to a meeting and we can have this conversation with the public again where we can all learn from what's happening at CAHOOTS.

**Stephen Kelly:** We can absolutely talk about doing that, yeah.

**Quinton Zondervan:** Thanks, so much, Tim. Thanks, Stephanie. Back to you, Stephanie.

**Stephanie Garan:** Okay, great. Thank you. Thank you, Tim. Um, right, last presenter. Um, I'd like to introduce Colleen Powers from Software for Good. They're another consultant that we have been working with and yeah, take it away Colleen.

**Colleen Powers:** Yeah, thanks for your time. My name is Colleen Powers. I use she, her pronouns and I am representing Software for Good, which is a technology firm that develops custom software applications for non-profits, government, education, and other clients that are working for social and environmental impact. Um, so, we were introduced to the Black Response Cambridge and the HEART Coalition uh, this past spring and I think I can share my screen. Let me um, just share some excerpts from the report that we've been working on. So, uh, we're still finishing up our report based on our research phase

um, but I can share some excerpts from that uh, to share um, the work that we've done and it's already been uh, discussed in some of the previous presentations. Um, but so, one of the things that we talked about really early on when we started joining some of the coalition meetings with the Black Response in the HEART program was the idea that HEART teams would refer people in crisis or people calling for help or in need to additional services in the community. Um, and, you know, hearing from some of the other speakers today just hearing about the fact that a lot of times it is just about needing somewhere to go, um, needing additional services and resources, needing support, um, and the Police not being an effective response for that and not being supportive for that. And so, one of the community survey responses from the Black Responses Survey was that there are lots of programs in Cambridge, lots of non-profits, um, but many people might not know about them. And so, it'd be great to have a program that people can tap into in their hour of need that doesn't create a record on them. Or they can get genuine help without having to worry that someone's going to be arrested or that they can get in trouble with the housing authority. Um, so, thinking about how people can get connected to services without uh, either yeah being arrested um, having to worry about their housing um, you know, for people who are undocumented as has been mentioned. People worrying about where they can go for help. So, one of the things that we started talking about early on was this idea that there could be a way for HEART to refer people to services and provide real time insight into what is available locally. And also make that information available publicly, so that anyone even, you know, if they are just using their own phone or um, you know, if they have access to a phone which is of course a barrier um, but on their own or if they're calling HEART or if they are responded to by HEART teams could get access to additional services in the community. Um, so, that's kind of our initial hypothesis and something that we wanted to talk to service providers about. In the community and um, something that we heard from several service providers is that knowledge about local resources isn't necessarily the biggest issue. A lot of times there is a mismatch between what's available and what people need because Services are contingent on people being free of substance use or they are contingent on people leaving their pets or they're not supportive of people. Sometimes people don't want to go to specific services or shelters. Um, or hospitals or anything like that. And so, uh, and a lot of times service providers have to turn people away because they just don't have enough resources or enough space for people. Um, so, there's a lot more support I think that can happen specifically for service providers and uh, making sure that they can serve the people who are coming to them especially during COVID. It's been a huge challenge. Um, but one of the things that we talked about uh, early on was how to understand uh, the way that people refer uh, the way that service providers refer people to resources. So, we did some interviews with service providers and with Alternative Public Safety programs including CAHOOTS. Um, survey to uh, we shared a survey to service providers um, to gather some more information. We talked with a community member about their experience with emergency services, looked at some existing platforms as possible solutions or comparisons, did some affinity mapping to kind of gather themes and trends and then got ongoing input

from the black response organizers and the HEART coalition. Um, so, I'm going to jump ahead in the report to some of the um, some of the themes that we found. So, in talking with alternative response teams, um, and uh, Tim from CAHOOTS obviously shared some of this, But some of the technology needs that we heard from those crisis response teams were dispatched, of course, GPS, internal case notes and sharing info, including while responding to calls, sharing best practices and training material, promoting the service, helping the public understand how it works. Um, and then reporting tracking call outcomes and impact. So, just a few of the tools that other crisis response teams are currently using. A lot of teams have mobile devices that they can work on while they're in a van or on the road traveling. And uh, going between calls. So, they can update notes and outcomes on two-way radios for dispatch, CAD systems, or um, as I was mentioned in Sara's presentation, there's this tool called Patch that's an independent dispatch system that HEART is planning to partner with um, simple free tools like Google Suite can be used for documents and communication. Um, and also uh, for things like reporting, Tableau is a um, data reporting tool that the Portland Street Response Program uses to share their call outcomes publicly, so that people can see um, you know, how many calls result in referrals to services, um, how many calls are triggered by different types of um, questions or needs. Um, and so, a few just quick themes from that is that um, it's important to be able to log notes in the shared system using mobile devices while on route to or from calls. Um, integrating mobile first real-time audio and video chat to help teams communicate quickly and share valuable information while in the field. Um, providing multiple ways for community members to contact dispatch and response teams. So, that was um, you know, one of the things that from the codes presentation and also earlier, I'm talking about giving people different ways to contact the HEART program, not just through 911. Um, and then building in flexibility for responding to changes and types and frequency of calls. Um, you know, with covid that obviously presented a lot of new challenges that wouldn't have been foreseen before. So, kind of being flexible to adjust services over time. Um, and then we did hear from CAHOOTS that being able to see what resources are available in real time would be very valuable because a lot of times that is something that crisis response teams are doing is just looking online or calling and saying what's available. Where can we get you to a safe place? Um, what can we get you now? And then hopefully um, have some more long term support. But I know that's also why the HEART program is planning to have a drop in center and a physical location where people can go. Um, and then a few quick um, solutions that we have talked to you. So, Rahim and their patch tool um, we've talked about. So, uh, that is a uh, tool that's still being developed or a series of apps that's still being developed. But they are planning to include staff management and dispatching software for organizations to coordinate their responders and responses and measure their impact. So, that would cover a few of those pieces that alternative teams use, including the dispatch piece and also communication within the team. And there would be potential to coordinate not only within the HEART team, but also with other service providers that HEART is partnering with. And so, the other opportunity with patch is that because it's in development, there is an opportunity

for her to partner directly and not pay any upfront costs, at least in the first year or two as they develop the software. Um, and then we did find some uh, or looked into some resource directories and referral platforms that we heard about um, that do some of that resource referral. Um, and kind of the big limitation of all of them right now is that they have to be manually updated by service providers themselves. Which, you know, we kind of knew early on that just isn't realistic or possible. Service providers just don't have the capacity to do that. Um, and that can lead to inconsistency When there are these public directories, but some of the tools that are out there have tried to solve that in different ways. So, find help is a national platform that has their own team that updates the system. So, they kind of proactively tried to make sure that the information is accurate and updated, um, and then Find it Cambridge obviously is local. The City is a partner in that tool. Um, and that is a tool that is open source and can be um, used to create a more proprietary system for looking at resources. So, maybe there could be a HEART specific uh, platform for people to find help. Um, and uh, Find Help the platform also has some free tools for non-profits. Um, and both of them are very much focused on privacy and HIPAA compliance and things like that um, that are important for for the HEART program um, and that's something that, you know, we had very much uh, in mind throughout the research and conversations is that privacy and consent were two huge values for any tool or solution that we would look at um, basically as a default, not collecting any data, or any personal information from people who are interacting with the HEART program or just very general information about outcomes, but not any personal data. And so, making sure that any tools are also based on privacy and security and allowing people to consent to any services. Um, and so, then one last uh, just sort of um, potential partner is this initiative called open referral that is also based on this idea that um, resource information in communities is siloed and has to be manually updated and it's hard to find. So, they've been working on creating open data standards to share that information. Um, and so, that's another opportunity for the HEART program to be kind of a central leader in the community for Gathering that information and sharing it, making sure that people can access it. Um, and so, that's an ongoing discussion. Um, and not essential to getting the HEART program started and piloted. Um, but it is something that the HEART team is in active conversations about. Um, so, ideally, um, you know, there's kind of the immediate emergency response, but there's also that holistic approach of helping people get connected to longer term support and being a connector in the community. Um, Stephanie, is there anything else that you would like me to talk about with software?

**Stephanie Garan:** I think you're good. Um, if you could just stay on to answer some questions that may come up.

**Colleen Powers:** Okay.

**Stephanie Garan:** Um, last thing is that we have a quick video It's really short this time. I'll pass it to Sara. Maybe.

**Unknown:** (Video playing) The Cambridge HEART Program is a community-led alternative to Police as a first response system. HEART meets immediate needs of Cambridge residents in crisis. HEART responders connect people to existing long-term care through a database of local social service providers. We differ from existing organizations by taking a proactive approach to conflict resolution, holding an oath for harm reduction and being trained in mental health crisis support. As a person in crisis or as a person seeking support, I want to get to a safe place as quickly as possible. I want someone to listen, be present and show respect and care for me. I don't want to fill out confusing forms. I want to feel physically and emotionally safe and trust the responder. I do not want the response to make things worse. Like get me arrested when I am seeking help. I want immediate material support. A blanket. Food. Somewhere to stay. Clean needles. I don't want to give personally identifiable information about myself before being helped. I want to be able to tell my own story. I want to request or consent to specific services. I want to find information in my language and or work with someone who speaks my language. I do not want to interact with Police or an armed responder. I want help with mediation. I want my information to be shared with public housing or any other agency that could limit my access to services. Cambridge HEART is a community-based program that provides public safety response to public and private crises in Cambridge, Mass. Grounded in transformative and disability justice principles, Cambridge HEART engages in conflict resolution processes, coordinates mutual aid to support material needs, and leverages existing resources for short and long-term community cohesion. Cambridge HEART works towards creating a City free of carceral systems where cycles of violence are replaced with practices of care, healing, transformative accountability and community self-determination.

**Stephanie Garan:** That's all. Thank you. We're here to answer questions.

**Quinton Zondervan:** Thanks, so much. Yes, that was an awesome video. Ann Jenks. Yes, Stephanie, I mean sorry Naomie, if you could promote Ann Jenks to a panelist. So, at this point we'll go back to questions from Committee members and then other Councillors. So, please raise your hand in Zoom if you have a question. We also can ask questions of the City Manager who is present as well with uh, City staff as well. Um, so, I have Councillor McGovern and then Councillor Sobrinho-Wheeler.

**Marc C. McGovern:** Thank you um, through you, Mr. Chair. Thank you. That was a that was a lot of information but really helpful and obviously a tremendous amount of work. Um, I- I guess one question I have um, this was a question that I've talked to um, Stephanie and Anne about offline and they did an incredible job of um, explaining uh, answering my question and explaining things to me but it's come up also in the public, so I thought maybe you could address it. There's a lot of um, some people were concerned about the the relation The non mandated reporting portion of of HEART and what happens if HEART shows up to a call and it turns out to be something that you didn't expect it to be right and that's, you know, that's going to happen and it turns out to something that is actually um, you know, maybe a really dangerous situation or something where you might have to



involve someone else. And there was some confusion. I was confused originally and you explained it so well to me. I think you should explain it for the public is that um, there was I was thinking, well, so, what does HEART do in that situation? Do they not call anybody or do they, you know, what happens? And so, can you just explain how that relationship is going to work a little bit? Because, you know, one thing that I'm sorry, Mr. Chair, but, you know, one thing we're getting a lot of emails about our folks who sort of seem to think that HEART and the City are going to be two completely separate things and not interact with each other. And what we're hearing is that that's actually not the case, right? I mean, you heard from CAHOOTS too that there's this partnership. So, can you maybe just talk a little bit about how you envision that and, you know, what's going to happen if you show up to a call that maybe is more than what or different than what you expected and need some other kind of intervention?

**Quinton Zondervan:** Thanks, Councillor. Stephanie?

**Stephanie Garan:** I'll pass it to Ann.

**Ann Jenks:** Good afternoon. Um, so, uh, I mean what- what- what is we have an advantage right now uh, or Cambridge has an advantage right now in that you can now look at what's happening across the country in terms of different jurisdictions uh, implementing new- new programs. And uh, because some of them are very new programs, we're just beginning to get the data in. And what the data says is that it's very infrequent that an alternative response needs Police support. And those times that they do call for Police kind of backup, they're calling because there's some function that they cannot perform within the context of the call. So, you're talking to a person and it turns out there's a gun in the home and you're talking more- more about the fact that that might not be safe right now and they agree to give up the gun. But you're not in a position to take the gun. You need the Police to come and take the gun. Right? Uh, somebody in the course of talking to you says that there was an assault and they do want to report it as a crime. Well you can't take that report. So, you call the Police to come and do what it is that Police are supposed to do. What- what- what uh, jurisdictions are not finding is that they need calls to back them up because they are in an unsafe situation. They're pretty sophisticated at looking at the situation and and guarding their safety and the safety of community in terms of the other piece of the question. Uh, Councillor McGovern about um, uh, being a mandatory reporter, you know, um, often uh, Police will involuntarily hospitalized somebody, right? They appear to be a danger to themselves or others. What CAHOOTS minds is that they can usually work with a person to figure out what the solution to the situation is. Very often people will agree that they do need to be hospitalized and they'll go voluntarily, right? I asked CAHOOTS about this specifically and what they said is usually when we're finding somebody that We believe we need to call and get them connected to additional services. It's an adult who is not taking care of themselves. So, they go for a wellness check and they find a person who, you know, is living in a situation where it's just very clear they're not able to really manage their, their very basic needs. And so, they connect, uh,, with the adult services, you know, the adult services in their community. Um, but it's not kind of

this traditional what you think of when you think of mandatory reporting. That's just not what's really happening the vast majority of the time. The intention behind calls is to make sure that people are safe at the end of calls. Right? That that the responder is safe and that that the community is safe. But I think it's a little bit overblown the idea that this is an odd, you know, that this is a major function. Just the vast majority of calls can be managed by people who are well connected with resources and who get people to voluntarily help figure out what's going on. Just one other quick thing I wanted to mention is that I heard somebody earlier say, well, it's really interesting to hear that CAHOOTS is integrated with Public Safety. They work closely with Public Safety because Public Safety has come to realize what an asset they are. They are not a part of Public Safety. They're a separate organization that provides a service to the City. Thanks, so much.

**Quinton Zondervan:** Thanks, so much. And could you quickly introduce yourself?

**Stephanie Garan:** Quick thing- Uh, I was gonna say the same thing.

**Ann Jenks:** Sorry, uh, my name my name is Anne Janks. UH, I'm in Oakland, California, uh, where the uh, Urban Strategy Council for the past three years has been uh, learning about alternative emergency responses and uh, did essentially the same program that the Black Response did in Cambridge to bring community together to figure out what an alternative response would look like in Oakland and now offers uh, to help other communities figure it out as well.

**Marc C. McGovern:** Thanks, so much. One last question. If I may, and this is more for the I think there's probably more for the Manager or um, the Solicitor. And it, you know, the the very, very important but less sexy conversation about funding. Um , there were some things in that budget uh, slide and probably can't pull it back up again, but there were some things in that budget side where where how the \$2 million would be allocated that and I'm not the expert, but having had this conversation many times look like things that the City cannot legally fund. So, can you just explain for folks what- how- the how the funding- I think there's some things unless I'm wrong, I think there are some things in there that I would look at and say, gee I don't think we're allowed to fund, that but we can fund something else. Can you explain how that works, so the public understands it as well?

**Louis A. DePasquale:** I will take the first attempt and Nancy can turn it into a more of a legal response. But I think what we have stated is we can only pay the services that we ask to be provided by a vendor. Services that are not directly responsible through the City we cannot pay for. So, we do have a proposal that would create a City department of non-police responses that we are putting together. That we have put together in terms of response. We believe we need assistance from the outside to help us with this and we were hoping that HOT would be part of that. However, the way HOT would get paid for that is we would then work out with them and we started this conversation yesterday. uh, these would be the areas that we would ask them to be a partner with us. Then you can

come up with a contract related to the specific services that they are providing and that's how you would go about paying. But under no circumstance can we hand an organization two million dollars without making sure that all the services that we're asking them to provide is what we're paying for and not the services in general that they'll be providing the public not true to City. And that's where this gets tricky. uh, we are trying to be as creative as possible with even providing some training funds for some of these services. But there is no way that we can just turn over a two million dollar check under the current situation. So, there are ways that we can work with them to create a budget. And I think we can continue to work with that. But I think the real issue is going to be, you know, what are the services that they're going to provide the City through the City? And how do we determine what the costs are for that? And once we determine that, we can come up with a budget that says this is what the contract would be for this organization. But I think Nancy can talk about it m-more legally than I can. Nancy?

**Quinton Zondervan:** Solicitor Glowa?

**Nancy Glowa:** Uh, through you, Mr. Chair, I- I don't really have a lot more to add. I think the City Manager explained it quite well, but it relates to the Anti-Aid Amendment and the fact that we cannot simply give money to either private citizens or nonprofit organizations um, simply to assist those organizations. We can only provide money um, for services rendered and the way the grant uh, agreement proposition is um, envisioned it is to provide services that the City could not otherwise provide. So, that's the starting point of all grant agreements that the City enters into. And it definitely needs to be services that are being provided um, on behalf of the City that we would not otherwise be providing or that we can't provide for some reason uh, due to logistical constraints or something to that effect.

**Louis A. DePasquale:** ((Cross-talk)) And- and I think it would be important if Christina could just kind of talk about some of the services that we feel like we could have provided by how that could play out. Again, we're all in conjunction at HEART would support that. But we do have some creative ideas on how we can start with certain areas and then go from there. Maybe worthwhile just to give a few of those examples if that's okay. Mr. Chair.

**Quinton Zondervan:** Thank you, Mr. Jacobi.

**Christina Giacobbe:** Through you, Mr. Chair. Um, so, some of the services, key services that we envision HEART could provide is providing mutual aid services, um, development of a database for coordination of services, uh, community-based skill building, as well as, um, aftercare um, you know, it's part of the CAHOOTS proposal as well as providing that wraparound service. We believe HEART could do that for us as well as providing conflict resolution and, um, some violence prevention interruption. And I think when we talked yesterday, there seemed to be some positive discussion around a couple of those that we could work on with HEART.

**Louis A. DePasquale:** And again I think what we've tried to do is come up with areas that we can start with and then continue to grow together as we're growing as a Department. Obviously their role could be- could grow as well with us. We've said all along we don't think cities can do things all by themselves and we've done that format in many areas and this would be another example of us reaching out to an agency who can assist us in providing that service.

**Quinton Zondervan:** Thank you, City Manager. Um, Councillor McGovern did you have further questions? I see Stephanie has her hand up.

**Marc C. McGovern:** Yeah, no, no. I would just add that I hope that um, I hope that there can be also discussion around involving HEART around the unhoused community and and being responders there and, you know, folks who, you know, don't feel comfortable with the Police coming out but with another response. So, um, I would hope that that gets added to the list of discussion. I'll yield Mr. Chair.

**Louis A. DePasquale:** I would like to add just one thing, Mr. Chief. It's okay. The our alternative policing response that the City will be providing will not be a Police response. We, you know, we have a Department that we're creating. Christina has worked on the positions in that, but it is no- it's an alternative response to policing and the Commissioner has been on board of that from day one, both Commissioner Bard and now Commissioner Elow. But it is not a Police response, these and clearly areas that we agree, the time is for change and we're just doing it to a City Department and then asking an outside agent to assist, riding through an outside agency, that's really the only difference I would say. But just wanted to add that.

**Quinton Zondervan:** Thank you, City Manager. So, Stephanie, did you have an answer to Councillor McGovern's question?

**Stephanie Garan:** Yes. Okay.

**Quinton Zondervan:** Thanks. Go ahead.

**Stephanie Garan:** Have you all read this book? It's called The Undeserving Poor. It's a critical book in my thesis uh, on housing policies. I asked if you have if you've read that book because what it makes clear is that concessions that policymakers uh, make have direct impacts the most marginalized people. As I said at the beginning of my presentation, we who are fortunate enough to be here are not necessarily the ones who are most impacted. And what's very clear to me is that the people who are here right now, myself included, I sort of elevated myself beyond what I beyond being an undocumented unhoused person in Cambridge. But I still have ties to those communities. But those communities, with the exception of Steve, if he's still here, um, are not represented in this conversation. The City doesn't have access to reach those people. And the other point that that this book makes very clear is when poor people advocate for themselves and design these programs, they need extra support and extra resources in order to implement the programs that they designed for themselves. That is to say that HEART has been a process that's been designed by the most

marginalized community members in Cambridge and without access to resources, we cannot implement this program. That said, I hear that legally the City can't just write us a check. But what concessions can be made in support of the most marginalized community members? If we read if we have another reading of the budget, perhaps we can take a look at what we can do as opposed to the things that we can't do. For example, we ask that things- we ask that community members be trained, right? So, perhaps you're not writing a check to HEART, but you are writing a check to Bunker Hill for people- for Cambridge residents to attend the EMT training at Bunker Hill. And you write that check to Bunker Hill for each Cambridge comun- uh, resident that we enroll in that program. We're also asking other non-profits that are based in Cambridge to facilitate training such as domestic violence awareness. We're also working with MAAP, on as you heard earlier, how to support unhoused populations, if the City writes a check to them very for those specific services. So, additionally, I'm a student So, I'm going to turn it back over to you. Thank you. Thank you. Thank you. I- I'm a student. I don't have access to a lot of resources, but you all know lots of important, wealthy people. Perhaps the way that the City can support is by uplifting the work that we've already done in introducing us to resources that we can leverage on our own to implement the program to the standards of the City, so that we could be hired to uh, with a contract to do the work that we've proposed. What if we ask those questions in that way as opposed to saying that we can't do any of the things that we've already asked?

**Quinton Zondervan:** Thanks, thanks Stephanie and uh, just a gentle reminder to address the Chair please. Um, so, we will go to Councillor Sobrinho-Wheeler.

**Jivan Sobrinho-Wheeler:** Thanks, Mr. Chair. Um, I had a question similar to Councillor McGovern's um, and the presentation from (inaudible) was really helpful along with the presentation from HEART and sort of comparing trajectories and funding sources and sort of how they got to where they are today and sort of where we're hoping to go with um, and similar to CAHOOTS. So, we're all hoping that a significant source of funding for HEART would be contracting with the City and there's sort of a chicken or egg piece to that in that we're creating a new type of Public Safety Response and we need to train people to do that and set up the infrastructure to make it possible. Um, Other orgs that the City has helped uh, get off the ground I imagine have been in a similar situation of uh, wanting to provide youth services or um, food and security services but needing to get to the point where they can provide those services to be able to contract with the City. So, I'm just wondering if someone on the City side can talk about when the City contracts with a new organization, how do they handle those training and startup costs and and just talk a little bit more about what the City can and can't cover and are they expecting foundations to cover?

**Louis A. DePasquale:** So, I can jump in for you, Mr. Chair, and then anyone else from the City can certainly jump in as well. I think there's one thing that I think is real important. At this point in time, the City is creating a Department who is going to be handling those calls as the first response. Through our ECC department. So, that's a little different than if we are not doing that and we're

trying to contract with a Department to take a group to take that over. However, as this department is created, the flexibility we have is then to say we need supplements to that department to provide the following services. And when it comes to how those services would be supplemented, that's where we have flexibility. And then working with an agency to say because you're providing this service to the City, we now can help provide this service to that organization. So, this is where it is tricky in the areas that we want to and work with Any organization to say here's the service then we have flexibility. But until we're in agreement on how that agreement is going to be done with the City in the partner, it is then hard to say what services we could pay for. And I think that's what we're trying to get in our discussions now is where is an area that we can continue to move forward with our department, which will be a non-Police response Department, but have this organization play a key role in providing that service to a group of people. Once we can resolve that then Councillor, it's a great question. We have then freedom to then answer the questions you're having. How we can help support them to survive that service. But in this case we're trying to get to how we can help support them before we've agreed on what the service is. And I think that's where this gets tricky. But I'll ask Christina or Nancy our commission if there's anything else they want to add. Nancy?

**Nancy Glowa:** Thank you, Mr. Manager and through you Mr. Chair. I- I guess I would just add that the question of when have we given money to new organizations, sort of startup costs we haven't to my knowledge not- not that I've been involved in. And at times when those things have been requested we have had the same response That we have here, which is that we cannot by law simply give any person or organization money to set up their own facilities or operations. We can pay the value of the services being provided to the City. And that is what is the subject of grant agreements that we have with nonprofits. Even if they're exempt from other procurement processes, we still have limitations under the (anti-eight) Amendment and other laws with respect to what we can give money to people or entities for.

**Louis A. DePasquale:** And I think Ellen's on the phone for you, Mr Chair. Maybe she could give a couple of examples of how we can do this with agencies that are providing that service because I know human services probably the biggest provider of that type funding in the City. So, Ellen, do you want to just give a couple of examples?

**Quinton Zondervan:** Ms. Semonoff?

**Ellen Semonoff:** Uh, thank you, uh, through you Mr. Chair. I would say that- that most of the examples that I can think of are situations where the um, City is requesting services and it's usually an entity that provides some existing services. So, for example, the Warming Center is an example of that. We put out a request for proposals looking for an entity to provide services at the senior center. Um, and we got the response and we were able to provide, for example, um, funding for the training of the staff for bringing the staff on um, a couple weeks earlier. Um, then the program opened and we funded a number of the pieces of equipment

for the space that we had requested that um, the services be provided but we weren't funding the creation of a brand new organization. Um, I think that other examples of that um, for example when the City wanted to be able to create um, showers during the pandemic and so, um, the City was looking for an organization and I think people here probably know that First Church stepped up, and so, we were providing the funding for an organization to do something different from what they've previously done, which included, um, but I would say we were talking about a couple of weeks worth of the staff being trained prior to them beginning the delivery of services. I can't think of a time where the City funded the creation of the organization to then deliver the services that the City was looking to fund.

**Quinton Zondervan:** Thank you. And just to clarify before I go back to Councillor Sobrinho-Wheeler, I think that it's been made clear in the presentation that HEART already exists as an organization is already providing services. So, the- the request, if you will, is not to fund the creation of the organization. It is more aligned with the examples that you gave of providing funding that enables the organization to provide a particular service. But the organization as- as such already exists and- and is already receiving other funding. But specifically to provide services for the City of Cambridge, there is a question of flexibility around that. And I think I heard the Manager say that there is a little bit of flexibility there, but that there first has to be agreement on what services will be provided so that then funding can be provided for those services. Did I get that right?

**Louis A. DePasquale:** I would say that is how we're looking at it.

**Quinton Zondervan:** Great. Thank you. Councillor Sobrinho-Wheeler.

**Jivan Sobrinho-Wheeler:** Thanks. Just one additional follow up question and just trying to understand the City's approach in setting up its own Department of Public Safety in addition to HEART and just trying to understand the background behind that. It's a little different than the approach that Eugene, Oregon has taken, for example, in um, just funding CAHOOTS um, rather than having its own Department of Public Safety. Um, and also just thinking of the the City's response on things like homelessness where for the most part the City doesn't run its own homeless shelters. We contract out uh, services like Bay Cove uh, for that. So I'm just trying to understand sort of the rationale and the background behind um, wanting to- to do most of this in-house uh, by the City at this point.

**Louis A. DePasquale:** I think I can turn it over to Christina to kind of talk about how we've created this and why we felt it was important to have it this way and if anyone else would like to jump in. But Christina has really been the person who's kind of put this together and a lot of it relates around our 911 calls. And who was going to be the first response. And at this point in time we felt that we are better-ready to do that type of a response. And that's where we've- we've developed this. But Christina you want to just briefly talk about why we're at where we're at please.

**Christina Giacobbe:** Thank you, Mr. Manager. Um, through you, Mr. Chair. Um, so, the method behind the establishment of the Community Safety Department, um, was to incorporate what we heard from the City Manager's Task Force, the recommendations that were presented, um, the Policy Order that the City Council submitted, as well as the hot proposal to try to come up with a program that could evolve over time. Um, honestly right initially um, you know, the focus is on that crisis response for the mental health unhoused um, individuals um, substance abuse use um, and then eventually grow out. We know that we need violence prevention programs. We need additional things to um, make our community safer. And this is just one of the efforts to begin that process focusing on the crisis response. And by doing a separate department, it's out of public out of the Police department, separate department, its own identity as a department. And this program being under that department to be able to still be connected to all City Services or resources for public safety in the event that additional resources are needed. Um, I think what we heard from, um, most of the, um, presenters during the City Manager's Task Force, as well as the 17 or 18 programs that we've reviewed. A lot of them or most of them are connected to government services in one way or another. And that's not to say that in the future that changes, you know, with all the the effort and attention focused around this initiative. But right now we're positioned to be able to set this up relatively quickly, you know, job postings, get them hired, get people trained to be able to provide this service to our community immediately and then evolve and hopefully partner with HEART to provide these other key services and other organizations that can supplement all the- the work and support that our residents need. Um, so, this was really as a result of the recommendations from the Task Force, HEART proposal, as well as the Policy Order to try to start somewhere and creating an Alternative Response Program.

**Quinton Zondervan:** Thanks. I see uh, Commissioner Elow has her hand up as well.

**Christine Elow:** Yes sir. Thank you. Um, so, through you. I just really want to build on what Christina said and what- what I really want to focus on is the complexity of some of these cases. There was a case study that was heard earlier about somebody's lived experience with somebody in crisis and then the Police responding and her just really feeling attacked. But also what we were dealing with is we were dealing with somebody in crisis and even under the CAHOOTS model, right, that would still require a Police response. And one of the things that I envision and what I think it's really important is there's so many lines that are crossed between the Police in this alternative response. So, how do we collaborate and do these things up together. So, we're supporting a people- a person who is in crisis. Um, and we want to make sure that people are safe and we're doing it in a in a compassionate manner. And that's really what's important to us is we care about our community and serving our community and treating everybody with respect and dignity. And sometimes there's going to be people that are in crisis that will require a Police response. But I think a co-response, similar to like a CAHOOTS model would really work effectively.



**Quinton Zondervan:** Thank you. I see uh, Ann Jenks has her hands up.

**Ann Jenks:** One of the tremendous advantages that we had in Oakland is that we started looking for an alternative response before the more the murder of George Floyd back when it was a lot easier to talk to CAHOOTS before they were getting national and international calls really round the clock. And so, I'm just going to channel Tim. I know he regretted having to leave, CAHOOTS is not a co-response model. It is not a co-response model. CAHOOTS responds without Police. Because they have a good relationship with the Police that understands their work, sometimes the Police will call them to a situation when the Police realize that this is a better response than than a Police response. But CAHOOTS is not a co-response model. uh, CAHOOTS responds without the Police. CAHOOTS responds to people in crisis without the Police just because somebody is in crisis does not mean there has to be a Police response. That's foundational to CAHOOTS. It's foundational to the HEART response. And what we had thought we had heard in the Meeting yesterday with the City was that the City's response was intended to not be a co-response either. So, I'm a little bit confused, but I just had to channel Tim since he couldn't be here. Thank you.

**Quinton Zondervan:** Thanks and um, we are coming up to the four- 4:00 hour so I'm gonna ask for a Motion to extend the Meeting by 15 minutes.

**Jivan Sobrinho-Wheeler:** So moved.

**Quinton Zondervan:** On that Motion by Councillor Sobrinho-Wheeler.

**Marc C. McGovern:** Mr. Chair. They just that says- that says- that's pushing it for me. So, I'll do the 15 minutes, but I can't extend it again. So.

**Quinton Zondervan:** Thank you, Councillor.

**Marc C. McGovern:** And I think if I leave, we don't have a quorum, right? Because I think we're up against it. So.

**Quinton Zondervan:** No, I think we're good. But thank you.

**Marc C. McGovern:** Yeah.

**Mr. Clerk:** On that Motion. Councillor Carlone.

**Dennis J. Carlone:** Yes.

**Mr. Clerk:** Yes. Vice Mayor Mallon. Absent. Councillor McGovern.

**Marc C. McGovern:** Yes.

**Mr. Clerk:** Yes. Councillor Sobrinho-Wheeler.

**Jivan Sobrinho-Wheeler:** Yes.

**Mr. Clerk:** Yes. Councillor Zondervan.

**Quinton Zondervan:** Yes.

**Mr. Clerk:** Motion passes, four in favor, one absent.

**Quinton Zondervan:** Thanks, so much. So, let's uh, wrap up this conversation and then I do have a Policy Order that I would like to put forward and I would like to get the uh, Xommittee's opinion as well as the City Manager on on that Policy Order and uh, and take a vote on it. So, um, that was there further Communications or responses? I see uh, Ms. Giacobbe and Commissioner- followed by Commissioner Elow.

**Christina Giacobbe:** Thank you, Mr. Chair. I'm going to let the Commissioner um, clarify that point on the co-responder.

**Christine Elow:** Yeah. And I just was speaking about the complexity of responding to people that are in crisis. And sometimes these cases can escalate just really quickly and just making sure that we're responding in a thoughtful and safe manner. So, I wasn't really referring to CAHOOTS being a co-response model. What I like about CAHOOTS is the collaborative work that they do within the community. Thank you.

**Christina Giacobbe:** And just so it's heard, Mr. Chair, loud and clear, the City's Alternative Response Program is not proposing a co-responder model. We're just saying that as we're connected to the emergency services when needed, we can draw through um, those services to get additional resources when needed. But we're not proposing a co-responder model. Thank you.

**Quinton Zondervan:** Thank you. All right. Um, I'm gonna ask us to- to table this particular discussion. I think this has been helpful. Um, but I would like to go to a Policy Order that I'm proposing. Mr. Clerk, if you uh, can put that on the screen for me.

**Mr. Clerk:** Uh, Mr. Chair, I believe the Policy Order should be on the screen. Um, just an FYI for the Council, so, we're at the end of the term, so a Policy Order passed here will will not make it to the next term.

**Quinton Zondervan:** Uh, thanks Mr. Clerk. I- I guess I'm a little bit confused. I thought it would be part of the uh, Committee report.

**Mr. Clerk:** There will be a Committee report, but again, there's the legislative actions have to be taken- so, again, this- this Committee um, is going to be reconstituted in theory with a new- with new members in theory, a new um, a new Chair. So, the Committee there will be a Committee report with the Policy Order. Well, you know, there won't be a Policy Order going out the next term unless it was on based on- Order- the Council- unless it was on the Unfinished Business or was a pending piece of pending Ordinance in front of the Committee.

**Quinton Zondervan:** Okay, I guess I don't- I don't understand why the Policy Order couldn't be part of the Committee report and then the next Council can- can take it up or not when- when that Committee report comes before the Council.

**Mr. Clerk:** So, at the end of the term, the legislative, the legislative activities of the Committee, there'll be a report. The report is what the Committee did, but

there's no legislative items from this term that make it into the next term without an action of the City Council.

**Quinton Zondervan:** Thank you. I think- I think I understand what you're saying. So- so, the Policy Order will be in the Committee report. Then the next Council would- would have to essentially reintroduce the Policy Order if- if they wanted to vote on it.

Yeah. Councillor (inaudible) would take that Policy (inaudible) language. That's correct. Yes.

**Quinton Zondervan:** Okay. Thank you. So, um, I- I think we can go ahead and vote on this in- in the Committee in any case and then the next Council can decide what they would like to do with it. Um, so, I- I would like to get some comments from the Committee on- on this proposal. So, uh, Councillor McGovern.

**Marc C. McGovern:** Thank you. Um, so, I guess I would ask the- I'm gonna change my view here. Um, and I can only- can you make it just a little bit smaller so I can read the rest of the or the last ordered section. There you go. Thank you. Um, so, I guess I would just ask the Manager and the City Solicitor about the the first Ordered and the the one, two, three because again I don't know if the City can fund staffing, equipment, rent um, so, just that wording. So, I don't want to, I don't want to put something forward. It sounds like we're asking the City to do something that they legally can't do. I think that's kind of, you know, so is this- are those three okay? Can we ask you to- to fund those things or is there some or not? Like I just wonder about the rent and the other things. Like can we do- I don't want us- I don't want to set up the City to say, oh, we're asking them to fund rent and then they say we can't do it. And then everyone gets mad that they didn't do what we asked. If we know at the outset they can't legally do it in the first place.

**Quinton Zondervan:** City Manager?

**Louis A. DePasquale:** I'll- through you, Mr. Chai. And I'm going to turn it over to Nancy, but from my interpretation of this there's going to be concerns of what we can or cannot do. So, obviously the Council can send us any Order they would like in terms of but I do think it could be some legal issues here. But I think it's more importantly that we try to work together to come up with a plan that recognizes the fact that we are going to create a City Department. And if that's not what the Council wants, I think this Order contradicts that and then have to have that discussion as well. But there's only so much we can do if we create a Department. Our intent is to create that Department. And my concern would be, and I'm going to be very honest, I'm trying to be fair with HEART to give them- come up with realistic compromise proposals. And I'm I'm not sure this is going to get us any closer if anything it might make us be further apart. I worry about that as well as the legal piece. But I'll let Nancy talk about the legal piece.

**Nancy Glowa:** Uh, through you, Mr. Chair. It- it- it- the way this is worded, we- we cannot simply give an entity or a person \$2 million or \$200,000 to hire staff, to buy equipment, and pay rent. That is um, a clear violation of the Anti-(Aid)

Amendment. The- any money that we give has to be related to a service that's actually being provided. And nothing in that wording shows how the service is being provided by funding those pieces. So, I- you know, we could pro- provide a legal opinion, a legal response to the Council Order and give you more detail. But that- that really is the short answer.

**Quinton Zondervan:** Thank you.

**Marc C. McGovern:** Mr. Chair.

**Quinton Zondervan:** I appreciate that. Um, Councillor McGovern.

**Marc C. McGovern:** All right. Um, I just wanted to respond to the Manager. I- I don't see this Order as being saying anything about not doing the City Department. I- I- I don't think that's the intent of this Order. I think the intent of this Order is to try and get some seed money going to HEART, so that they can, you know, start to provide those services. So, um, you know, I think the City Department and the allocation for that funding is a- is another conversation. So, I'm not reading it that way. I'm seeing this as, you know, trying to get some seed money going to HEART. My only but my question was, I just didn't. I thought that those specific staffing equipment and rent sounded problematic to me based on the law. So, maybe there's another way to word it. But I- I do think it's important that we, you know, um, I- I do understand the intent behind behind the Order, and I don't think it's to dismiss the City's um, the City's department. It's not the way I read it.

**Quinton Zondervan:** Thank you, Councillor, that's correct. But um, I can add some words to that effect in the Order as well, so that it's more clear about that. So, I'll- I'll do that while uh, Councillor Sobrinho-Wheeler uh, has the floor.

**Jivan Sobrinho-Wheeler:** Thank you, Mr. Chair. I was going to suggest something similar just to add some clarity there. I think the fact this is ARPA funding we're talking about on the Policy Order is also important. And we had talked about in the Finance Committee Meeting about ARPA funding, sort of different uses the Council would like to see. And one of the big ones that came up was uh, universal basic income which the City has said, you know, we can't do that with City funding. Um, other cities have done that with ARPA funding. Uh, so, that does just kind of lead into the the question of we should do a legal analysis about what we can and can't do with ARPA funding and get that and maybe that's rolled into this. Um, so, I think, you know, a sentence about within terms allowed um, by ARPA grant funding um, could be helpful uh, just to make clear about what we can and can't do. Uuh, and then in terms of City Department, not City Department, I think similar to Council or govern, I don't see this as this Policy Order as being determinative of one or the other. I think housing services are a great example for this of the City. The City does lots of its own housing programs, affordable housing, affordable housing services, homelessness programs. We also contract a lot of that out to non-profit providers, right, in terms of building affordable housing, in terms of running shelters, in terms of providing street outreach. We we do a lot of that in-house. We also contract a lot of that out

um, so this Policy Order doesn't seem determinative there and if we can look into what kind of funding we can do with ARPA in terms of uh, getting this started and providing services that would be services to the City, um, it makes sense to look into that?

**Marc C. McGovern:** Mr. Chair?

**Quinton Zondervan:** Councillor McGovern.

**Marc C. McGovern:** Yeah, I mean given that, according to the Clerk, this- this can't carry over to the next legislative term and we we don't come back until January 10th. I don't think we should- we shouldn't- I don't think we should try to Wordsmith it in five minutes. Like why don't we work on it and file it for the Agenda of the 10th and that way maybe we can get some more information around ARPA. We can get some more information from the City Solicitor because passing it today doesn't- isn't going to result in anything anyway. You know, there's no point in, you know, we could- we could make it a stronger order um, and- and eliminate a lot of the confusion and Wordsmith it over the course of the next week or so. And um, you know, or two weeks and file it for the 10th.

**Quinton Zondervan:** Thanks Councillor for that suggestion. I- I do appreciate it. And I might take you up on that. I still think it's helpful or useful for us to discuss it here because we have the Committee and the Manager and staff in the room, so we can hopefully make some progress on it. But if- if we're not feeling great about it. We can obviously delay the conversation to the later. Um, so, I did make some edits, so the Clerk has put those on the screen. I see Stephanie has her hand up. Stephanie, did you want to comment?

**Stephanie Garan:** Not on the order, but I did want to ask about what I brought up earlier. Considering being what I've heard about the Anti-Aid Amendment. Basically the inability of the City to um, to support us in the way that we specifically asked. Perhaps it makes more sense to ask the Council. Is it possible to think of some alternative ways to support the development of HEART? And I want to press the fact that um, that the HEART was not developed by wealthy people and just we don't have access to alternative funding. And if we don't get support from the City, Then there is a very clear chance that we may not be able to implement the program as designed. We are seeking to use all of the resources that we have available to us, but we are we're appealing to the City for additional support. Um, and so, if the City does care about its low income, undocumented, um, unhoused residents, we really do encourage you to help think with us on alternative resources that can help us implement the program as designed and so that we can take the City up on its offer to contract with the City to provide additional services through the existing route.

**Quinton Zondervan:** Thanks. Thanks, so much Stephanie, and that- that is what we're doing. We're all trying our best even right in this moment to uh, to be creative and and come up with a way that- that we can move forward. So- so, I proposed some edits. I don't know if the City Manager or the City Solicitor wants

to comment whether this feels a little bit closer to um, what they would consider uh...

**Louis A. DePasquale:** Uh, through you, Mr. Chair. I appreciate the opportunity to have this discussion. I just want to say again and I think it's important and I don't think we're ready to change our approach on this that we are not planning on on the initial stages uh, handing out any direct first calls to any organization but the City Department. That doesn't mean we can't have additional responses but that the fact the non-emergency calls are still our plan is to go through the City and I don't see us changing that at this point in time. Now there's ways we can have additional support and there's a way moving down the line we could do that but We spent a lot of time on that one and I just Council could ask that but I want to be honest that is not the approach that we have see us taking. And I don't know if Christina wants to jump in at all but that that that concerns me because I just don't see us coming to that conclusion.

**Quinton Zondervan:** Thank you, Mr. Manager. I did want to ask a clarifying question about that but but I also wanted to point out that I made a mistake. So, where it says Community Safety Program I meant to say Community Safety Department. I understand, I think what you're saying about the dispatch. But would- would you consider or would the City consider um, having joint dispatch where, you know, department staff are going to a situation and- and they're also inviting HEART to come to that situation? And to see if there's some skill building and some trust building there where in the future you might say, you know, these types of calls we can we can just let HEART handle them.

**Louis A. DePasquale:** I think that is exactly similar throughout the kind of approach we're thinking about. And then after we get a relationship Can we then say, you know, what these types of calls we're not going to work directly with HEART but our startup would be us. They would provide additional services. But the goal is eventually if there are areas that we feel after working a relationship then that we can hand off to them. We are in those discussions but that's not going to happen tomorrow ,I guess, is what I'm saying. But it's certainly something that we've all talked about that we are not opposed to think to have a strong consideration for.

**Quinton Zondervan:** Thank you, Mr. Manager. I really appreciate that answer and that's kind of the intent but I recognize that that maybe it doesn't quite say that. So, I'm going to take uh, Councillor McGovern's suggestion.

**Mr. Clerk:** Pardon me Mr. Chair. The Meeting has expired 4:15 unless the Council is going to vote to extend.

**Quinton Zondervan:** Okay so, let's uh, extend.

**Marc C. McGovern:** Move to extend for five minutes.

**Quinton Zondervan:** Thank you, Councillor McGovern.

**Mr. Clerk:** On that vote, on that Motion, Councillor Carlone.

**Dennis J. Carlone:** Yes.

**Mr. Clerk:** Yes. Vice Mayor Mallon. Absent. Councillor McGovern.

**Marc C. McGovern:** Yes.

**Mr. Clerk:** Yes. Councillor Sobrinho-Wheeler.

**Jivan Sobrinho-Wheeler:** Yes.

**Mr. Clerk:** Yes. Councillor Zondervan.

**Quinton Zondervan:** Yes.

**Mr. Clerk:** Motion passes. One favor, one absent.

**Quinton Zondervan:** Thank you, Mr. Clerk. So, I'm going to take Councillor McGovern up on on his suggestion. And uh, I don't know exactly how to do this, Mr. Clerk, but but maybe the text that we worked on here can be included in the uh, Committee report as a as a suggestion or or or an early draft um, but not as a as a Policy Order that we voted on. And then hopefully we can refine the language some more and -and prepare an Order for the next Council to consider.

**Mr. Clerk:** So, that is correct. So, this language will be added to the Committee report as language that the Council discussed but didn't vote on.

**Quinton Zondervan:** Wonderful. Wonderful. So, thank you very much for that. And uh, we we will adjourn in a moment. But but first I really want to thank everyone who participated. All the folks from HEART, all the folks from the City Members, the public. Um, I think this has been a really great Conversation. I know it's it's challenging and difficult at times, but I really appreciate everyone's participation and clarity and constructive engagement. And I- I do feel optimistic that we're moving forward in- in a good way. And I look forward to continuing this work in the next term. Um, City Manager, did you want to say something?

**Louis A. DePasquale:** I just want to say thank you. I agree. I think the Communications have been great and it's important we continue on because I do think we can produce a better product if we're both working together.

**Quinton Zondervan:** Wonderful. Thank you, so much. And so, we'll take a Motion to adjourn.

**Dennis J. Carlone:** So moved.

**Mr. Clerk:** On that Motion. Councillor Carlone.

**Dennis J. Carlone:** Yes.

**Mr. Clerk:** Yes. Vice Mayor Mallon. Absent. Councillor McGovern.

**Marc C. McGovern:** Yes.

**Mr. Clerk:** Yes. Councillor Sobrinho-Wheeler.

**Jivan Sobrinho-Wheeler:** Yes.

**Mr. Clerk:** Yes. Councillor Zondervan.

**Quinton Zondervan:** Yes.

**Mr. Clerk:** Motion passes, four in favor, one absent.

**Quinton Zondervan:** Thanks again.

**Dennis J. Carlone:** Good discussion. Good night.



## **CERTIFICATION**

I, Casey Kern, a transcriber for Intellectix, do hereby certify that said proceedings were listened to and transcribed by me and were prepared using standard electronic transcription equipment under my direction and supervision; and I hereby certify that the foregoing transcript of the proceedings is a full, true, and accurate transcript to the best of my ability.

In witness whereof, I have hereunto subscribed my name this 7th day of October 2024.

*Casey Kern*

**A communication was received from Sara Suzuki transmitting a presentation from the Public Safety Committee on December 21, 2021**