

# COMMUNITY SAFETY

## DEPARTMENT OVERVIEW

The Community Safety Department (CSD) is a newly established department that coordinates community driven solutions to enhance safety and wellness in the community by providing key services and programs targeted at the most vulnerable populations.

Community Safety

Administration

Based on identified needs in the community for an alternate non-police response to non-violent and behavioral crisis calls and reducing or preventing violence in the community, the Department's mission is to support the community through a trauma-informed framework and evidence-informed solutions. The Department is responsible for providing key community services and coordinating programs targeted at the most vulnerable populations, with a focus on behavioral health crisis response and violence prevention and intervention, as well as overall wellness. These evidence-informed initiatives will be rooted in harm reduction and trauma-informed principles grounded in the belief that all people deserve respect, autonomy, dignity, and opportunity. The Department will be responsible for overseeing the Cambridge Alternative Response Program, as well as other efforts to make the community a safer place to live, work, and experience for all.

CSD will collaborate with community stakeholders to develop additional programs and services through community engagement, focus groups, analyzing data, and establishing an advisory board to identify additional service gaps and work to remediate those gaps in services to the most vulnerable populations. The coordination of these services will include collaborating and building partnerships with community safety agencies and programs, non-profit agencies, and community partners to provide additional support for these initiatives. These services may include providing mutual aid services, community-based skill building and training, providing aftercare and proactive community cohesion as a resource to community members associated with violence or behavioral crisis. In addition, the Department will seek to partner with community agencies to provide support for programs specifically for young men of color including wrap-around and aftercare services.

## DEPARTMENT FINANCIAL OVERVIEW

FINANCING PLAN BY SOURCE	FY21 ACTUAL	FY22 PROJECTED	FY23 BUDGET
TAXES	\$0	\$0	\$2,874,570
<b>TOTAL BUDGETED REVENUE</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,874,570</b>
EXPENDITURES BY STATUTORY CATEGORY			
SALARIES & WAGES	\$0	\$0	\$810,120
OTHER ORDINARY MAINTENANCE	\$0	\$0	\$1,885,325
TRAVEL & TRAINING	\$0	\$0	\$14,125
EXTRAORDINARY EXPENDITURES	\$0	\$0	\$165,000
<b>TOTAL BUDGETED EXPENDITURES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,874,570</b>
<b>FULL-TIME BUDGETED EMPLOYEES</b>	<b>0</b>	<b>0</b>	<b>6</b>



The Cambridge Alternative Response Program model

### MISSION & SERVICES

With the development of the Community Safety Department (CSD), the City of Cambridge will launch the Cambridge Alternate Response Program that will provide crisis intervention services for non-violent and behavioral health crisis calls. This Program will provide residents with a non-public safety response for these calls processed by dispatchers through the 9-1-1 center. These calls will be assessed and triaged via medical protocol and Department policy for dispatch of field teams under the Alternative Response Program. Field teams will consist of Peer Support Specialists and Crisis Response Specialists, who will serve as primary responders to non-violent behavioral health crisis calls, employing their training and lived experiences to provide immediate support. CSD and the Cambridge Alternative Response Program will collaborate with local community resources and other public safety organizations to provide a link between individuals in crisis and the support that they need.









The Department will support violence prevention and intervention programs that will enhance community collaboration with community safety organizations and programs, community violence intervention, support residents and families that are at-risk, and support victims of crime. In addition, the Department will collaborate with residents and those seeking resources and services with the goals of building trust in the community, providing wrap-around services to victims of violence, conducting peace keeping circles as well as providing resources for at-risk youth and young adults.

The initial components of violence prevention and intervention efforts, based on evidence-informed programs across the country, will include impacting change in community norms that allow, encourages, and exacerbate violence in chronically violent neighborhoods to healthy norms that resist the use of violence. Efforts to identify potentially violent events along with intervention with community members

and utilizing outreach specialists will foster greater trust in the community to prevent violence and support all residents. Programs will be aimed at preventing neighborhood violence through information gathering, relationship building, and conflict mediation. The Department will provide continuous collaboration and partnerships in analyzing data to ensure proper implementation of the community vision and identify changes in violence that occurs. The Department will develop a framework for training and technical assistance to workers, program managers and agencies to implement violence prevention and intervention models throughout the community.

The City will collaborate and partner with community safety agencies, non-profit agencies, and community partners to provide additional services in support of the Cambridge Alternative Response Program and other programs under the Community Safety Department. These services may include providing mutual aid services, community-based skill building training, aftercare and proactive community cohesion as a resource that is provided to community members associated with violence or behavioral crises. In addition, the Department will provide support for programs specifically for young men of color including wrap-around and aftercare services.

#### FY23 OBJECTIVES & PERFORMANCE MEASURES

-  **1. Reduce the number of responses to non-violent crisis calls by other public safety agencies.**  

-  **2. Improve service to the community by diverting non-violent and behavioral crises towards longer-term support services by enhancing collaboration between the community served, community partners, and public safety agencies.**  

-  **3. Engage with the community to build trust, strengthen support networks, and foster the provision of new services in the community.**  

-  **4. Support community partners, public safety employees, and the public through training.**  


OBJ.	PERFORMANCE MEASURES	FY21 ACTUAL	FY22 PROJECTED	FY23 TARGET
1	Percentage of calls handled by the Cambridge Alternative Response Program compared to total calls received by the 9-1-1 center	n/a	n/a	10%
1	Percentage of total calls handled by telehealth requiring no on-scene response	n/a	n/a	5%
1	Percentage of calls from other public safety agencies where Cambridge Alternative Response is requested	n/a	n/a	20%
1	Percentage of calls initiated by Cambridge Alternative Response Program	n/a	n/a	20%
2	Percentage of calls where the Cambridge Alternative Response Program is requested by other first responders already on-scene	n/a	n/a	10%
2	Percentage of direct referrals to community follow-up resources and community partners	n/a	n/a	10%
2	Percentage of direct referrals to behavioral health support services	n/a	n/a	10%
2	Percentage of referrals to substance use disorder support services	n/a	n/a	10%
2	Percentage of direct referrals to homelessness support services	n/a	n/a	10%

OBJ.	PERFORMANCE MEASURES	FY21 ACTUAL	FY22 PROJECTED	FY23 TARGET
3	Percentage of calls where the Cambridge Alternative Response Program was directly requested by the caller	n/a	n/a	10%
3	Number of mutual aid events hosted or participated in	n/a	n/a	15
3	Number of community outreach events hosted or participated in	n/a	n/a	20
3	Number of complaints per year as a percent of total calls responded to by the Cambridge Alternative Response Program	n/a	n/a	3%
4	Average number of training hours annually per Cambridge Alternative Response program employee	n/a	n/a	40
4	Number of community and/or first responder training events hosted or participated in	n/a	n/a	10

#### DIVISION FINANCIAL OVERVIEW

EXPENDITURES BY STATUTORY CATEGORY	FY21 ACTUAL	FY22 PROJECTED	FY23 BUDGET
SALARIES & WAGES	\$0	\$0	\$810,120
OTHER ORDINARY MAINTENANCE	\$0	\$0	\$1,885,325
TRAVEL & TRAINING	\$0	\$0	\$14,125
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